right job
right person

CAPABILITY CARD SET
WHAT ARE THE CARDS FOR?
You can use the cards to:
> Define new roles.
> Determine the capabilities required for the team and the role.
> Clarify the responsibilities of an existing role.
> Develop selection criteria.
> Identify effective selection options.

THERE ARE 24 CAPABILITY CARDS AND 3 PRIORITY CARDS
The capability cards:
> Are grouped by skills, personal qualities and specific knowledge (you will need to include the specific knowledge capabilities on the 4 blank cards provided).
> Provide behavioural indicators for each capability.
> Include best selection options for each capability.
> Are numbered for ease of use.

The priority cards are included to assist when determining the relative importance of different capabilities.
HOW TO USE THESE CARDS
HOW TO USE THESE CARDS

1. Bring together a group of people each with a set of cards. For example: the selection panel members, your team, other managers and/or clients.

2. Each person chooses from the set an agreed number of cards (4-6) that they believe best identifies the capabilities needed for the role.

3. Group members then discuss the reasons behind their particular choices. For example:
   > Critical skills, knowledge and/or qualities required for the role and team.
   > Capabilities required for the future direction of the role.

4. Following the discussion, as a group, reach consensus about the capabilities required.
   > The true value of this process is the conversation that results. It requires more than simply tallying the capabilities chosen most often.
   > This is also an opportunity to determine specific capabilities (i.e. specialist knowledge) not captured by the cards.

5. Use the capabilities identified to create the selection criteria (aim for 4 – 6).

6. Use the selection options to put together a package that will select for the capabilities identified.
Essential
Essential
Important
Important
Nice to Have
Nice to Have
Organisational Awareness
Organisational Awareness

Individuals who demonstrate this capability:

> Are attuned to changing organisational dynamics.

> Forge links with other teams and business areas.

> Take account of different functions in developing plans and activities.

**Selection Options:** ability tests, work sample test, referee check using behaviourally based questions.
Client Service Orientation
Client Service Orientation

Individuals who demonstrate this capability:

> Provide prompt, efficient and personalised service to clients.

> Respond flexibly to client needs.

> Are committed to delivering a high quality output to clients.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Problem Solving
Problem Solving

Individuals who demonstrate this capability:
> Seek all relevant information for problem solving.
> Probe for the facts.
> Analyse issues from different perspectives.
> Are analytically agile.
> Draw sound inferences from information available.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Project Management
Individuals who demonstrate this capability:
> Consult and liaise with key stakeholders.
> Schedule activities to ensure optimal use of time and resources.
> Monitor performance against objectives.
> Produce detailed project plans where objectives are clearly defined and action steps for achieving them are clearly specified.
> Ensure that key project objectives are met.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Decision Making
Decision Making

Individuals who demonstrate this capability:

> Make rational and sound decisions based on consideration of the facts and alternatives available.

> Make quick decisions where required.

> Commit to definite courses of action.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Persuasion and Influencing Skills
Persuasion and Influencing Skills

Individuals who demonstrate this capability:

> Are able to create consensus and gain agreement to proposals and ideas.

> Are able to stand ground in the face of opposition.

> Produce clear written communication which is clear, concise and is readily understood by the intended audience.

> Are skilful at negotiating.

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**Selection Options**: ability tests, work sample test, referee check using behaviourally based questions.
Presentation Skills
Presentation Skills

Individuals who demonstrate this capability:

> Make an immediate positive impression on others.

> Come across with presence and credibility.

> Communicate orally in a manner which is clear, fluent and which holds the audience’s attention.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Leadership Skills
Leadership Skills

Individuals who demonstrate this capability:

> Provide the team with a clear sense of direction.
> Inspire a positive attitude to work.
> Inspire a strong desire to succeed among team members.
> Steer others towards successful goal/task accomplishment.
> Promote diversity in the team.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Strategic Thinking
Individuals who demonstrate this capability:

> Think at a big picture level.
> Take a long term view.
> Entertain wide ranging possibilities in developing a vision for the future.

**Selection Options:** ability tests, work sample test, referee check using behaviourally based questions.
Written Communication Skills
Written Communication Skills

Individuals who demonstrate this capability:

> Write in a clear, fluent and concise manner.
> Produce written communications which are appropriate and readily understood by the intended audience.
> Organise information in a logical sequence.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Business Focus
Business Focus

Individuals who demonstrate this capability:

> Are knowledgeable about financial issues and responsibilities.
> Are focussed on knowing the business of an organisation.
> Are focussed on delivering the best outcome using the resources available.
> Proactively seek more efficient ways of doing business.
> Focus on activities and projects that bring the best business return for the team/organisation.

**Selection Options:** ability tests, work sample test, referee check using behaviourally based questions.
Verbal Communication Skills
Verbal Communication Skills

Individuals who demonstrate this capability:

> Confidently convey ideas and information in a clear and interesting way.

> Understand and meet the needs of their audience – (the right information to the right people).

> Actively listen to others points of view and welcome constructive feedback.

Selection Options: ability tests, work sample test, referee check using behaviourally based questions.
Cross Cultural Awareness
Cross Cultural Awareness

Individuals who demonstrate this capability:

> Communicate well with, relate to and see issues from the perspective of people from a diverse range of cultures and backgrounds.

Selection Options: structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Building Productive Networks
Individuals who demonstrate this capability:

> Are able to establish and maintain relationships with people at all levels.

> Promote harmony and consensus through diplomatic handling of disagreements.

> Are able to forge useful partnerships with people across business areas, functions and organisations.

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**Selection Options:** structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Flexibility
Flexibility

Individuals who demonstrate this capability:

> Are adaptable.
> Are receptive to new ideas.
> Respond and adjust easily to changing work demands and circumstances.
> Are not bound by old ways of doing things.

Selection Options: structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Teamwork
Teamwork

Individuals who demonstrate this capability:

> Cooperate and work well with others in the pursuit of team goals.
> Share information.
> Support others.
> Show consideration, concern and respect for others’ feelings and ideas.
> Accommodate and work well with the different working styles of others.

**Selection Options:** structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Drive and Commitment
Drive and Commitment

Individuals who demonstrate this capability:
> Are enthusiastic and committed.
> Demonstrate capacity for sustained effort and hard work.
> Set high standards of performance for self and others.

**Selection Options:** structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Initiative
Individuals who demonstrate this capability:

> Are proactive and self starting.
> Seize opportunities and act upon them.
> Originate action and actively influence events.

**Selection Options:** structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Coaching and Developing Others
Coaching and Developing Others

Individuals who demonstrate this capability:

> Actively seek to improve others’ skills and talents by providing constructive feedback, coaching and training opportunities.

> Effectively empower others by investing them with the authority and latitude to accomplish tasks effectively.

> Appropriately delegate responsibilities to further the development of others.

**Selection Options:** structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Ethics and Values
Ethics and Values

Individuals who demonstrate this capability:

> Model the TSS Values and Code of Conduct.

> Serve the government of the day irrespective of personal preferences.

> Act with integrity and have high ethical standards.

> Inspire trust by treating all individuals fairly.

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Selection Options: structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Individuals who demonstrate this capability:

> Persevere to achieve goals even in the face of obstacles.

> Cope effectively with disappointments and setbacks.

> Remain calm and in control under pressure.

> Accept constructive criticism in an objective manner without becoming defensive.

**Selection Options:** structured interview, behavioural style questionnaire, referees check using behaviourally based questions.
Specific Knowledge
Specific Knowledge

Individuals who demonstrate this capability:

> Have detailed knowledge and expertise in relation to the role.

> Are committed to keeping up to date in specialist areas.

**Selection Options:** structured interview using factual questions, work sample tests, referees check using factually based questions.
Specific Knowledge of...
Specific Knowledge of...

Individuals who demonstrate this capability:

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Selection Options: structured interview using factual questions, work sample tests, referees check using factually based questions.
Specific Knowledge of...
Specific Knowledge of...

Individuals who demonstrate this capability:

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> .................................................................

> .................................................................

Selection Options: structured interview using factual questions, work sample tests, referees check using factually based questions.