



right job
right person



CAPABILITY CARD SET



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.



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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



Priority

Essential



Priority

Important



Priority

Important



Priority

Nice to Have



Priority

Nice to Have



Priority

Organisational Awareness



Skill 1

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.



Skill 1

Client Service Orientation



Skill 2

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



Skill 3

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.



Skill 3

Project Management



Skill 4

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



Skill 5

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



Skill 6

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.

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



Presentation Skills



Skill 7

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



Skill 8

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



Skill 9

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



Skill 10

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



Skill II

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



Skill 12

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



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.

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 Committment



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



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.

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



Resilience



Resilience

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...



Knowledge 23

Specific Knowledge of...

Individuals who demonstrate this capability:

- >
-
- >
-
- >
-

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



Specific
Knowledge of...



Knowledge 24

Specific Knowledge of...

Individuals who demonstrate this capability:

- >
-
- >
-
- >
-

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