

THE ETHICAL CONSULTING GROUP CAPABILITY FRAMEWORK



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Introduction

The Ethical Consulting Group (ECG) provides vital services to its clients, partners and communities all over the world.

ECG employees are at the heart of serving our clients, partners and communities and remaining responsive to their needs.

The ECG Capability Framework has been developed to describe the skills, knowledge and behaviour that can universally be expected of every ECG employee at different organisational levels and in every workplace across the organisation.

The ECG Values and Signature Behaviours and Executive Capabilities are incorporated into the ECG Capability Framework to drive the realisation of strategic business outcomes.

Using the Capability Framework will ensure that the ECG workforce is agile, responsive and innovative. Capable of delivering consistently high quality services; The ECG will also be equipped to weather change and embrace the future.



“Capability” means the skill, knowledge and behaviour we show when we work. Having ‘capability’ in a certain area means that we can be relied on to deliver that skill, knowledge or behaviour over and over again.

An Overview of the ECG Capability Framework

The ECG Capability Framework (the Capability Framework) describes five capability domains: service delivery; team work; achieves results with integrity; thinking and innovating; and leadership. These domains represent the main themes, or pillars, of work capability in the ECG. The domains are aligned with the equivalent executive capability statement.

The first four domains contain three capability streams. The capability streams in domain explains different elements of capability in that area. The three streams describe specific mixes of skill, knowledge and behaviour and are focused on business or ‘real life’ outcomes. The capability streams are articulated across four organisational levels.

Four organisational levels are represented across the Capability Framework. These are: team member, team leader/semi autonomous, manager/expert/specialist, and senior manager. These levels are not designed to be a full representation of all different classifications that exist across the ECG. Rather, they are general descriptors which broadly divide groups of employees who work with varying degrees of autonomy and accountability.

The fifth domain, leadership, is not split into streams or organisational levels. One capability statement and thirteen personal mastery capability descriptors are represented across all organisational levels. Because leadership can be found in all organisational contexts, the qualities of leadership are not limited only to those who occupy senior roles.

How the ECG Capability Framework Can be Used

The Capability Framework can be used by all areas to enable the achievement of strategic priorities and to help individual employees plan their performance and development.

Areas may use the Capability Framework for the following strategic purposes:

- Underpinning workforce planning
- Identifying critical business capability and designing future staffing models;
- Talent/Capability focused recruitment
- Succession management for key and critical roles; and
- Leadership and workforce development

Individual employees and managers can use the Capability Framework in the following ways:

- performance self-assessment;
- performance feedback and improvement;
- development gap analysis and planning; and
- career planning.

ACTPS Shared Capability Framework

Capability Descriptor

Capability descriptors are cumulative: you should demonstrate the behaviour described at your current organisational level plus any previous-level descriptors.

Domain	Capability	Team Member	Team Leader/ Semi Autonomous	Manager/Expert/Specialist	Senior Manager
 <p>1. Service Delivery (Capability: Exemplifies Citizen Centred Service)</p> <p>What is this domain really about?</p> <p>The ways you contribute to delivering a high standard of customer and client-focused service.</p>	Service Alignment	I align my actions, advice and information I provide with the ECG priorities/ directions and stakeholder needs.	I align my team's goals with ECG priorities and direction, providing advice that is impartial and evidence based.	I design and deliver programs/ activities that are aligned to ECG and client/partner priorities, demonstrating my understanding of the impact on broader policy and directions set by the ECG.	I effectively and consistently communicate ECG objectives and strategic direction. I provide frank, fearless and comprehensive advice to ECG management.
	Service Commitment	I provide high quality service in line with the team's objectives as per client/partner needs.	I regularly meet with the team to assess overall team performance against established performance expectations and criteria.	I embed rigorous business effectiveness measures and monitoring.	I rigorously evaluate outcomes to ensure ECG commitments have been delivered.
	Service Improvement	I suggest new ways of working to continuously improve service delivery in the ECG.	I encourage colleagues to challenge the status quo for continuous service delivery improvement.	I take a holistic and adaptive approach to service design and delivery for improved outcomes.	I drive and embed a 'one service' culture of continuous improvement for better community outcomes.

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Domain	Capability	Team Member	Team Leader/ Semi Autonomous	Manager/Expert/Specialist	Senior Manager
 <p>2. Team Work (Capability: Fosters Collaboration)</p> <p>What is this domain really about?</p> <p>Your ability to cultivate working relationships, overcoming organisational or personal preference boundaries if necessary, to achieve good work outcomes.</p>	Client/ Stakeholder Relationships	I work cooperatively with others and focus on achieving the best result for ECG clients, partners and the broader community.	I ensure that the community and stakeholders have equitable access to service provision and associated consultation.	I ensure clients are at the centre of plans and decisions and that systems and processes are designed for ease of access to services.	I foster collaborative and systemic approaches to achieve more cohesive and effective services and a culture across the ECG.
	One Service	I share information and knowledge with the team and appropriately with colleagues in the wider organisation to make team work and collaboration effective	I develop shared knowledge and understanding that contributes to effective coordination, improved team performance and enhanced service outcomes.	I facilitate greater understanding and I work and behave in a way that supports the interests of the ECG.	I create effective alliances across the ECG and embed a culture of respectful communication, teamwork, openness and collaboration.
	Embracing Diversity	I embrace individual and cultural differences by displaying courteous, respectful and non-discriminatory behaviours in all activities	I challenge my own and my team's cultural assumptions, values and beliefs to increase diversity and inclusiveness.	I foster a culture that recognises and values diversity and uses knowledge of differences to deliver best practice service to all stakeholders.	I create and sustain a workplace culture that actively seeks out and values the contributions, views and ideas of a diverse range of people to drive workplace excellence and innovation.

Capability Descriptor

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Domain	Capability	Team Member	Team Leader/ Semi Autonomous	Manager/Expert/Specialist	Senior Manager
 <p>3. Achieves Results with Integrity (Capability: Achieves Results with Integrity)</p> <p>What is this domain really about?</p> <p>How you operate at work within expected limits of behaviour and ethics and your attention to important ECG principles.</p>	Delivering Results	I achieve agreed outcomes within the specified responsibilities and governance frameworks that apply to my role within the ECG organisation.	I prioritise workload appropriately and establish realistic timeframes for the completion of work and am accountable for my own and the team's performance and achievement of results.	I establish clear goals and performance expectations to build employee accountability, addressing any capability gaps in the delivery of business outcomes.	I establish effective workforce planning and accountability structures that maximises capability to deliver required business outcomes.
	Ethical Behaviour	I understand and act according to the ECG Values and Signature Behaviours.	I work with colleagues to ensure awareness of the integrity, behavioural and ethical structures governing our ways of work.	I model ethical work practices and manage potential work conflicts and issues.	I consistently role model the highest standards of values and ethics in personal and directorate/organisational practices, acting decisively to address any threat to, or suspected breach of integrity.
	Use of Public Resources	I take care to make best use of existing resources to deliver expected outcomes	I transparently and equitably allocate and make use of resources for effective outcomes.	I periodically review processes for prioritising and allocating resources to remain within budget and deliver expected results.	I regularly review and reallocate resources where potential gains in service delivery or fund allocation can be identified.

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Domain	Capability	Team Member	Team Leader/ Semi Autonomous	Manager/Expert/Specialist	Senior Manager
 <p>4. Thinking and Innovating (Capability: Shapes Strategic Thinking)</p> <p>What is this domain really about?</p> <p>Your ability to operate in demanding work environments, your contribution to improved ways of working and how you engage with or create 'new thinking' at work.</p>	An Agile and Responsive ECG	I am flexible when priorities change and question current ways of working to improve efficiency and effectiveness.	I design and implement improvements to business processes, policies or ways of working to support broader organisational changes.	I shape a working environment where staff feel free to challenge the status quo, developing innovative practice and achieve transformational change for improved service outcomes.	I drive innovation and am committed to collective executive accountability for planning and decisions that deliver innovative, sustainable outcomes.
	Decision Making	I ensure I have the information needed to make sound work decisions and document my work decisions appropriately.	I research and consult widely to make evidence based choices using a variety of sources and use information to effectively solve problems and prioritise.	I reconcile conflicting or divergent information and confirm that sources of information are reliable and sufficiently wide-ranging to enable an evidence-based decision or position.	I extract the key issues from ambiguous and rapidly changing contexts to expertly resolve issues and challenges.
	Effective Change	I use my skills to identify and help implement positive change to the work environment.	I effectively plan change and guide team members through a change process	I generate strategies/innovations that improve service delivery to the community.	I role model change as an opportunity rather than a threat and am unwavering in the pursuit of transformational change but flexible on how to achieve it.

Domain	Capability Statement	Personal Mastery Capability Descriptor. Applies to: Team Member, Team Leader/Semi Autonomous, Manager/Expert/Specialist and Senior Manager roles
 <p data-bbox="118 805 338 906">5. Leadership (Executive Capability: Leads and Motivates People)</p>	<p data-bbox="412 683 674 1054">ECG employees create better futures that improve the human condition within the organisation and our clients, partners and the broader community. They inspire trust in others and their personal values align deeply with those of the ECG. They are driven to keep learning and are masterful in helping others to do so.</p>	<p data-bbox="730 552 2067 603">I put my personal interests aside in the workplace and make decisions without favouritism or bias. I act in the best interests of the ECG and of those we serve.</p> <p data-bbox="730 644 1787 667">I take responsibility for outcomes and do not seek to blame others for shortcomings or negative work outcomes.</p> <p data-bbox="730 711 1319 734">I follow through on work commitments and do what I say I will.</p> <p data-bbox="730 778 1910 801">I maintain focus and energy, even under adversity and during times of uncertainty or change, that inspires resilience in others.</p> <p data-bbox="730 845 1518 868">I take judicious risks when necessary to progress fresh thinking or new approaches.</p> <p data-bbox="730 912 1321 935">I act promptly and constructively when workplace issues arise.</p> <p data-bbox="730 979 2085 1002">I manage my own perceptions, emotions and reactions and understand their impact on colleagues to maintain productive working relationships.</p> <p data-bbox="730 1046 1863 1069">I can demonstrate an adaptive mindset, continuously learning and keeping abreast of technology and emerging thinking.</p> <p data-bbox="730 1129 2009 1152">I generously share information, knowledge and expertise with colleagues to improve business outcomes and enhance collective growth.</p>

