



Australian Government
Department of Veterans' Affairs

CAPABILITY FRAMEWORK

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CONTEXT STATEMENT

DVA's mission is to support those who serve or have served in defence of our nation and to commemorate their service and sacrifice. Through the Minister for Veterans' Affairs DVA supports veterans, war widows and widowers, serving and former defence force members, eligible Australian Federal Police members with overseas service; and their dependants and carers.

We respect those who have served our nation and the members of the Australian Defence Force. We uphold the values of the Australian Public Service by striving to be impartial, committed to service, accountable, respectful and ethical. These values underpin our approach to achieve and maintain excellence in everything we do.

We provide policy advice and administrative support to the Minister and the Australian Government, the Repatriation Commission in the administration of the *Veterans' Entitlements Act 1986* and the Military Rehabilitation and Compensation Commission in the administration of the *Military Rehabilitation and Compensation Act 2004*, and for claims relating to defence service and certain overseas police service covered by the *Safety, Rehabilitation and Compensation Act 1988*.

We also administer the *War Graves Act 1980*, through the Office of Australian War Graves, and the *Defence Service Homes Act 1918*.

The Capability Framework describes the capabilities DVA expects its staff to demonstrate in order to fulfil its mission. The Framework details the key behaviours, skills and knowledge required of staff and lists the essential tools and processes which support staff in displaying and developing the key capabilities. The Framework provides DVA with a strategic workforce planning tool which will enable DVA to continue to meet the needs of its clients now and in the future.

In an increasingly competitive labour market the Framework enables DVA to take advantage of its place within the APS environment while also highlighting DVA's unique aspects. The Framework gives a consistent message about the capabilities expected of staff. It will guide our recruitment and selection, provide a focus for our learning and development and act as a basis for performance and career development discussions.

HOW TO USE THE FRAMEWORK

The Framework outlines the key capabilities DVA needs in its staff now and in the future and gives a consistent message to those involved in job design, recruitment, selection, learning and development, performance management and career development. It is also a critical tool in workforce planning. The Framework is designed to be used on an individual and organisational level.

Organisational level

DVA Executive and managers can use the Framework for strategic workforce planning by:

- Recruiting and selecting for a specific period, level or role for a particular capability
- Strengthening internal labour supply by encouraging mobility across sections, groups and Divisions
- Basing performance agreements and discussions on key capabilities relevant for particular roles
- Funding learning and development activities for a particular capability area
- Monitoring the amount of learning and development funding and activity in a particular capability area
- Facilitating career development by promoting the common capability areas across the Divisions
- Designing jobs that enable capability development to occur

Individual level

A staff member can use the Framework to improve performance in their current role by:

- identifying the capabilities required for his/her role (in conjunction with a job profile developed from the Framework)
- gaining clarity about performance expectations (in conjunction with his/her Performance Agreement)
- gaining insight into capability and performance gaps
- identifying areas for learning and development

A staff member can use the Framework for career development and mobility by:

- Identifying capabilities he/she possesses which are also used in other roles or Divisions
- Identifying capabilities he/she does not possess which are used in other roles or Divisions
- Identifying learning activities to develop or enhance the desired capabilities
- Applying for transfer or promotion to other roles or areas within or outside DVA using transferable capabilities

CONNECTING WITH CLIENTS	our behaviours	associated skills & competencies	supporting tools and processes
<p>Everyone in DVA works with a range of client groups from outside or within the organisation.</p> <p>Of primary importance is our support of and respect for those who serve or have served Australia. Our care and concern for veterans and the veteran and defence community is the foundation of the services we deliver.</p> <p>We serve our veterans and the veteran and defence community through our responsiveness to the Minister for Veterans' Affairs.</p> <p>We also have a range of internal clients whom we also treat with consideration and professionalism.</p> <p>In addition, leaders and managers in DVA support staff to deliver quality client service, and build or improve processes to improve the level of service we offer.</p>	<p>Caring for the veteran and defence community, by:</p> <ul style="list-style-type: none"> ▪ Demonstrating empathy for individual circumstances ▪ Taking account of the special nature of veteran experiences & the challenges of the veteran community ▪ Responding quickly, accurately and sensitively ▪ Dealing fairly and consistently with complaints ▪ Being aware of the frameworks and parameters we operate in <p>Supporting the Government, through the Minister, by:</p> <ul style="list-style-type: none"> ▪ Implementing the government's policies and programs ▪ Developing approaches that are consistent with government direction ▪ Keeping sensitive information confidential ▪ Understanding the nature of the relationship between the department and the Minister's office and the context in which we both work <p>Responding to internal clients, by:</p> <ul style="list-style-type: none"> ▪ Anticipating and planning for the future needs of our clients ▪ Using knowledge of DVA and the APS to resolve issues accurately and quickly ▪ Keeping colleagues across DVA informed of new initiatives or process changes ▪ Understanding how our own advice may impact on other areas 	<p>Analysing Research Problem solving</p> <p>Business specific Claims management Investigation HR management DVA specific legislation</p> <p>Client service All components</p> <p>Communication Negotiation, Relationship management, Responding to Ministerials Writing ministerial briefs Presentation skills</p> <p>Government Applying legislation</p> <p>IT Use of Microsoft suite Use of DVA IT applications</p> <p>Interpersonal Managing conflict, Coaching, Managing stress/resilience, Managing change</p>	<p>Foundational</p> <ul style="list-style-type: none"> ▪ DVA Towards 2020 ▪ DVA Corporate Plan ▪ DVA Service Charter ▪ DVA specific legislation ▪ DVA Workforce Strategy ▪ APS Values & Code of Conduct ▪ DVA Enterprise Agreement ▪ DVA Annual Report ▪ DVA Leadership Development Strategy ▪ APS Integrated Leadership System (ILS) ▪ Performance Feedback Scheme <p>Specific to this capability</p> <ul style="list-style-type: none"> ▪ New Service Models ▪ CMVS ▪ DVA Web, Facebook & Twitter ▪ Research Seminar Series ▪ DVA Factsheets ▪ Veterans Satisfaction Survey ▪ Client Service training ▪ Mental Health elearning modules ▪ Ministerial & correspondence guidelines

BUILDING OUR SKILLS	our behaviours	associated skills & competencies	supporting tools and processes
<p>In DVA, we have a talented, experienced and skilled workforce.</p> <p>Building, using and continuing to develop our organisation's talent is an important part of the way we operate.</p> <p>Everyone in DVA takes up opportunities to learn, and build knowledge that is used throughout the organisation.</p> <p>In addition, leaders and managers in DVA build an environment that supports learning & development. They encourage ongoing skills improvement and follow through on commitments to provide learning opportunities. They also build and promote systems that capture and transfer organisational knowledge.</p>	<p>Learning and improving, by:</p> <ul style="list-style-type: none"> ▪ Recognising where we need to improve our skills and taking responsibility for improvement ▪ Identifying and pursuing opportunities to learn and improve ▪ Making the time to learn ▪ Reviewing and reflecting on what we have learnt and how we need to apply it to our work <p>Making use of the skills of others, by:</p> <ul style="list-style-type: none"> ▪ Using others' experience to help us in our work ▪ Using individual and team strengths where they best fit ▪ Knowing when and how to access extra assistance from other sources, inside or outside the organisation <p>Promoting performance, by:</p> <ul style="list-style-type: none"> ▪ Embedding new skills and capabilities into the way we do our work ▪ Encouraging and supporting regular workplace discussions about performance, process and improvement options ▪ Encouraging ongoing learning ▪ Regularly evaluating the way we learn and changing our approach where needed 	<p>Analysing Research, Problem solving. Monitoring and evaluating</p> <p>Communication Negotiation Relationship management Facilitation</p> <p>Interpersonal Coaching Mentoring Managing change Leading and managing Networking Managing performance Exchanging feedback Working with Diversity</p> <p>Business specific HR management</p> <p>Planning Goal setting Time management</p>	<p>Foundational</p> <ul style="list-style-type: none"> ▪ DVA Towards 2020 ▪ DVA Corporate Plan ▪ DVA Service Charter ▪ DVA specific legislation ▪ DVA Workforce Strategy ▪ APS Values & Code of Conduct ▪ DVA Enterprise Agreement ▪ DVA Annual Report ▪ DVA Leadership Development Strategy ▪ APS Integrated Leadership System (ILS) ▪ Performance Feedback Scheme <p>Specific to this capability</p> <ul style="list-style-type: none"> ▪ DVAttrain ▪ Studies Assistance Scheme ▪ InfoHRM ▪ Reward & Recognition Framework ▪ Mobility Experiences Enterprise Agreement ▪ Mentoring program ▪ APS Fundamentals Program ▪ Graduate Program

SEARCHING FOR SOLUTIONS	Our behaviours	associated skills & competencies	supporting tools and processes
<p>Everyone in DVA focuses on developing and delivering solutions and services that best meet the needs of our clients.</p> <p>We recognise our responsibility to change when needed so that we can improve our ability to continually provide high quality services, solutions and advice.</p> <p>In addition, leaders and managers in DVA encourage and recognise diverse approaches in thinking. They cultivate an environment where ideas are encouraged and then properly considered. They promote the sharing of ideas and new initiatives across the organisation.</p>	<p>Innovating, by:</p> <ul style="list-style-type: none"> ▪ Being open to new ideas and testing them ▪ Responsibly assessing the risks associated with our decisions ▪ Continually asking 'how can we improve'? ▪ Talking with others to generate ideas ▪ Translating innovations and initiatives from elsewhere and using them in the way we work ▪ Keeping up-to-date with industry improvements and emerging trends <p>Challenging, by:</p> <ul style="list-style-type: none"> ▪ Questioning current techniques to ensure they still meet the need ▪ Seeking feedback widely and acting on it ▪ Identifying and addressing duplication of processes ▪ Adopting continuous improvement principles and techniques <p>Making quality decisions, by:</p> <ul style="list-style-type: none"> ▪ Keeping DVA's strategic priorities as a focus and guide ▪ Knowing and applying the relevant information, legislation or sources ▪ Collecting and analysing evidence logically ▪ Recording reasons for a decision ▪ Factoring in the work of other areas in DVA to provide the most complete solution 	<p>Analysing All components</p> <p>Business specific DVA specific legislation, Claims management, Case management, Investigation, Policy development and evaluation</p> <p>Communication Negotiation, Relationship management, Report writing, Presentation skills, Influencing</p> <p>Government All components</p> <p>IT Data management Use of Microsoft suite Use of DVA IT applications</p> <p>Interpersonal Teamwork, Coaching, Mentoring, Managing Change, Managing stress</p> <p>Planning All components</p> <p>Project management All components</p>	<p>Foundational</p> <ul style="list-style-type: none"> ▪ DVA Towards 2020 ▪ DVA Corporate Plan ▪ DVA Service Charter ▪ DVA specific legislation ▪ DVA Workforce Strategy ▪ APS Values & Code of Conduct ▪ DVA Enterprise Agreement ▪ DVA Annual Report ▪ DVA Leadership Development Strategy ▪ APS Integrated Leadership System (ILS) ▪ Performance Feedback Scheme <p>Specific to this capability</p> <ul style="list-style-type: none"> ▪ Policy Development Framework ▪ Quality Assurance Framework ▪ Applications Framework ▪ Business and Section Plans ▪ Business Improvement Framework ▪ Innovation Central ▪ iBlog ▪ eBlog

TAKING CARE OF BUSINESS	our behaviours	associated skills & competencies	supporting tools and processes
<p>Everyone in DVA manages a range of projects, cases, events or business-as-usual activities as their core business. Many of our business activities also involve the partnership of external providers to deliver services on our behalf.</p> <p>To do these things well we display role leadership at all levels. We properly plan, monitor and deliver within a set of rules and guidelines.</p> <p>We use our professional and technical skills and expertise to support organisational activities and achieve successful outcomes.</p> <p>In addition, leaders and managers in DVA manage people fairly and create a workplace that thrives on cooperation and celebrates achievement. They acknowledge good performance and motivate and support staff to deliver results. Their approaches are guided by the APS Integrated Leadership System.</p>	<p>Demonstrating leadership, by</p> <ul style="list-style-type: none"> ▪ Actively applying the behaviours in this framework ▪ Treating people fairly in accordance with APS and DVA policies, procedures and guidelines ▪ Taking personal responsibility for supporting a healthy and productive workplace <p>Planning, organising and reviewing, by</p> <ul style="list-style-type: none"> ▪ Determining key events, timeframes and activities to achieve goals ▪ Consulting during planning processes ▪ Identifying risks and preparing responses to deal with them ▪ Regularly monitoring and adjusting plans and contracts to suit changing circumstances or needs <p>Operating effectively and ethically, by</p> <ul style="list-style-type: none"> ▪ Following rules and guidelines ▪ Managing own workload ▪ Identifying and addressing knowledge or skill gaps ▪ Using resources appropriately ▪ Paying attention to the APS values: impartial, committed to service, accountable, respectful and ethical <p>Partnering with providers, by:</p> <ul style="list-style-type: none"> ▪ Looking for ways to better understand provider priorities, needs and perspectives ▪ Recommending improvements to partnering arrangements with providers ▪ Anticipating and managing provider expectations ▪ Maintaining network arrangements 	<p>Analysing All components</p> <p>Business specific As relevant</p> <p>IT All components</p> <p>Communication All components</p> <p>Contract management All components</p> <p>Government All components</p> <p>Interpersonal All components</p> <p>Planning Strategic, business and business continuity planning Goal setting</p> <p>Project management All components</p>	<p>Foundational</p> <ul style="list-style-type: none"> ▪ DVA Towards 2020 ▪ DVA Corporate Plan ▪ DVA Service Charter ▪ DVA specific legislation ▪ DVA Workforce Strategy ▪ APS Values & Code of Conduct ▪ DVA Enterprise Agreement ▪ DVA Annual Report ▪ DVA Leadership Development Strategy ▪ APS Integrated Leadership System (ILS) ▪ Performance Feedback Scheme <p>Specific to Capability</p> <ul style="list-style-type: none"> ▪ Governance Committee Framework ▪ Project City ▪ QA Framework ▪ Risk Management Framework ▪ HR policies and procedures ▪ Delegation framework ▪ CAU Guidelines/templates ▪ Work Level Standards ▪ Business Continuity Plan ▪ Chief Executive Instructions ▪ Provider sector conferences ▪ DVA Provider Panels ▪ IT applications

KNOWING THE ENVIRONMENT

Everyone in DVA works in an often complex environment typified by dealings with a broad range of groups who have an interest in the organisation. These include the Minister, Parliament, veterans and the veteran community, the Defence community, the general community, service providers, other agencies and colleagues.

We keep up to date with the issues of the day and bring this understanding to our work. We understand the connections and the implications of the diverse environment we work in. We know how our own roles fit in and acknowledge the roles, responsibilities and interests of others.

In addition, leaders and managers in DVA develop and maintain high level relationships with a range of stakeholders and support staff in day-to-day business connections with these groups.

Our behaviours

Reading the political context, by:

- Being aware of our role as public servants in relation to the Minister's requirements
- Taking into account whole of government approaches and government initiatives when making decisions
- Keeping up to date with social, economic, technological and environmental trends
- Building strong links with other agencies to build consistency and support for DVA

Understanding the work environment, by:

- Analysing internal, external and overseas stakeholder needs and expectations
- Understanding and applying DVA policies, practices and legislative frameworks
- Forging links with other areas
- Ensuring information is passed up, down and across DVA
- Keeping up to date with developments in our particular area
- Understanding how our own job fits into the broader organisation

Working with our communities, by:

- Promoting and recommending their involvement in the development of programs
- Listening and responding to their perspectives
- Keeping them up to date with what's happening in DVA
- Marketing our initiatives to relevant communities

associated skills & competencies

Analysing

Research
Data analysis
Strategic and systems thinking
Monitoring and evaluating
Whole Brain thinking

Business specific

Case management
Event management
Policy development and evaluation

Communication

Relationship management, Negotiation, Influencing, Presentation skills, Report writing, Information sharing, Facilitating

Government

All components

Interpersonal

Managing conflict, Managing change, Teamwork, Networking, Leading and managing

Planning

Scenario planning
Strategic and business planning
Environmental scanning

supporting tools and processes

Foundational

- DVA Towards 2020
- DVA Corporate Plan
- DVA Service Charter
- DVA specific legislation
- DVA Workforce Strategy
- APS Values & Code of Conduct
- DVA Enterprise Agreement
- DVA Annual Report
- DVA Leadership Development Strategy
- APS Integrated Leadership System (ILS)
- Performance Feedback Scheme

Specific to Capability

- Policy Development Framework
- Governance Committee Framework
- Businesslines
- APS State of the Service Reports
- Relevant legislation
- Relevant industry reports Hansard
- Press clips
- Community development models
- Portfolio Change Register

COLLABORATING WITH COLLEAGUES	Our behaviours	associated skills & competencies	supporting tools and processes
<p>Everyone in DVA works collaboratively and constructively alongside our colleagues in a geographically dispersed environment.</p> <p>We understand and appreciate a range of opinions, experience and approaches.</p> <p>We routinely and comprehensively share information and communicate within and across teams.</p> <p>In addition, leaders and managers in DVA support cooperation, change and commitment by taking a consultative approach. They invest effort in understanding staff perspectives and fully explain the rationale for organisational change.</p>	<p>Working cooperatively, by:</p> <ul style="list-style-type: none"> ▪ Accepting and applying team protocols and standards ▪ Understanding and accommodating different points of view ▪ Using the team to identify and solve problems ▪ Sharing information widely across areas ▪ Making a point of communicating with all members of a geographically-dispersed team ▪ Participating and contributing to team discussions ▪ Being aware of differences in culture and approach ▪ Treating colleagues in accordance with the APS values and code of conduct <p>Dealing with change, by:</p> <ul style="list-style-type: none"> ▪ Being open and flexible to different approaches ▪ Working with others to ensure smooth transitions ▪ Offering constructive feedback on new initiatives or processes ▪ Identifying and publicising change achievements ▪ Acknowledging and recognising change efforts <p>Demonstrating our commitment, by:</p> <ul style="list-style-type: none"> ▪ Publicly supporting and representing DVA ▪ Supporting colleagues to achieve results ▪ Identifying areas of concern to our leaders ▪ Presenting balanced, informed and unbiased perspectives on issues 	<p>Communication</p> <ul style="list-style-type: none"> ▪ Relationship management ▪ Negotiation ▪ Facilitation ▪ Influencing ▪ Report writing ▪ Presentation skills <p>Government</p> <ul style="list-style-type: none"> ▪ Working with interdepartmental committees ▪ Understanding whole of government approaches ▪ Working within the DVA committee structure ▪ Understanding parliamentary processes <p>Interpersonal</p> <ul style="list-style-type: none"> ▪ Managing conflict ▪ Managing change ▪ Mentoring ▪ Coaching ▪ Managing stress/resilience ▪ Leading and managing ▪ Teamwork ▪ Networking ▪ Managing performance ▪ Exchanging feedback ▪ Working with Diversity 	<p>Foundational</p> <ul style="list-style-type: none"> ▪ DVA Towards 2020 ▪ DVA Corporate Plan ▪ 999DVA Service Charter ▪ DVA specific legislation ▪ DVA Workforce Strategy ▪ APS Values & Code of Conduct ▪ DVA Enterprise Agreement ▪ DVA Annual Report ▪ DVA Leadership Development Strategy ▪ APS Integrated Leadership System (ILS) ▪ Performance Feedback Scheme <p>Specific to Capability</p> <ul style="list-style-type: none"> ▪ Governance Committee Framework ▪ Geographically Dispersed Teams Toolkit ▪ ELP & LFP ▪ Collaboration Central ▪ Change Management Framework ▪ Rewards & Recognition Framework ▪ Business and Section Plans ▪ EAP ▪ APS Commission guidelines

DVA SKILL AND COMPETENCY GROUPS

ANALYSING

- Research
- Data analysis
- Business analysis
- Decision making
- Problem solving
- Strategic and systems thinking techniques
- Whole brain thinking
- Monitoring and evaluating
- Maintaining data integrity

BUSINESS SPECIFIC

- Application of DVA specific legislation (VEA, SRCA, MRCA)
- Claims management
- Event management
- Case management
- Investigation
- Policy development
- Policy evaluation
- Media liaison
- Marketing
- Financial management
- Records management
- Accounting
- HR management
- Auditing
- Quality Assurance

CLIENT SERVICE

- Client focused service
- Telephone techniques
- Responding to difficult clients
- Handling difficult/sensitive issues
- Dealing with indigenous clients
- Dealing with NESB clients
- Knowledge of the veteran/ADF context
- Mental Health

COMMUNICATION

- Oral communication
- Relationship management
- Negotiation
- Facilitation
- Influencing
- Presentation skills
- Writing Ministerial briefs
- Responding to Ministerials
- Writing QTBs
- Report writing
- Speech writing
- General correspondence
- Job application
- Job interview

PROJECT MANAGEMENT

- Integration management
- Scope management
- Time management
- Cost management
- Quality management
- HR management
- Communication Management
- Risk management
- Procurement management
- Use of PRINCE 2 to control project
- Assisting with project initiation, execution and closure

GOVERNMENT

- Application of public sector wide legislation
- Understanding Parliamentary processes
- Understanding whole-of-government approaches
- Working with Interdepartmental committees
- Working within the DVA committee structure

IT

- Data management
- Use of Microsoft suite
- Desktop publishing
- ICT specific skills
- Use of DVA IT applications

INTERPERSONAL

- Managing conflict
- Managing change
- Mentoring
- Coaching
- Managing stress/resilience
- Leading and managing
- Teamwork
- Networking
- Managing performance
- Exchanging feedback
- Working with Diversity

PLANNING

- Environmental scanning
- Scenario planning
- Strategic planning
- Business planning
- Identifying and managing risk
- Goal setting
- Time management
- Career planning

CONTRACT MANAGEMENT

- Procurement processes
- Contract monitoring
- Contract evaluation
- Relationship management