

# CAPABILITY CARD SET

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## **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 existing roles
- > develop selection criteria
- > identify effective selection options

## **THERE ARE 23 CAPABILITY CARDS AND 3 PRIORITY CARDS.**

The capability cards:

- > are grouped by skills, personal qualities and specific knowledge (you will need to include the relevant specific knowledge capabilities on the 3 blank cards provided)
- > provide behavioural indicators for each capability
- > include options for selecting people with the capability described
- > are numbered for ease of use

The priority cards are included to assist when determining the relative importance of different capabilities.

# HOW TO USE THE CARDS

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- 1 Bring together a group of people each with a set of cards. For example: your team, other managers and/or clients
- 2 Each person chooses from the set an agreed number of cards (say 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 team and role
  - > capabilities required for future direction of the role
- 4 Following the discussion, as a group, reach a 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.

NICE  
TO HAVE



PRIORITY

# IMPORTANT



PRIORITY

# ESSENTIAL



PRIORITY

# 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

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

SKILL

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# Client service orientation

Individuals who demonstrate this capability:

- > provide a prompt, efficient and personalised service to clients
- > respond flexibly to client needs
- > are committed to delivering a high quality output to clients

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

# Problem solving

Individuals who demonstrate this capability:

- > seek all relevant information for problem solving
- > probe for the facts
- > analyse issues from different perspectives
- > is analytically agile
- > draw sound inferences from information available

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

SKILL

3

# 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

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

# Decision making

Individuals who demonstrate this capability:

- > make rational and sound decisions based on a consideration of the facts and alternatives available
- > make quick decisions where required
- > commit to definite courses of action

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

SKILL

5

# 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 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

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 holds the audience's attention

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

# 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 and task accomplishment
- > promotes diversity in the team

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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

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

# 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

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

SKILL

10

# Business focus

Individuals who demonstrate this capability:

- > are knowledgeable about financial issues and responsibilities
- > are focused on knowing the business of the organisation
- > are focused on delivering the best outcome using the resources available
- > proactively seek more efficient ways of doing things
- > focus on activities and projects that will bring the best business return for the team/organisation

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

SKILL

11

# 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

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Selection options: structured interview, behavioural styles questionnaire, referee 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 styles questionnaire, referee check using behaviourally based questions

# 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

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Selection options: structured interview, behavioural styles questionnaire, referee check using behaviourally based questions

# 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

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Selection options: structured interview, behavioural styles questionnaire, referee check using behaviourally based questions

# 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

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Selection options: structured interview, behavioural styles questionnaire, referee 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

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Selection options: structured interview, behavioural styles questionnaire, referee check using behaviourally based questions

# 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

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Selection options: structured interview, behavioural styles questionnaire, referee check using behaviourally based questions

# Ethics and values

Individuals who demonstrate this capability:

- > models the APS 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 styles questionnaire, referee check using behaviourally based questions

# 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

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Selection options: structured interview, behavioural styles questionnaire, referee check using behaviourally based questions

# Specific knowledge

Individuals who demonstrate this capability:

- > have detailed knowledge and expertise in relation to the job
- > are committed to keeping up to date in specialist areas

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Selection options: structured interview using factual questions, work sample tests, referee check using factually based questions

# Specific knowledge of...

Individuals who demonstrate this capability:

> .....

> .....

> .....

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Selection options: structured interview using factual questions, work sample tests, referee check using factually based questions

# Specific knowledge of...

Individuals who demonstrate this capability:

> .....

> .....

> .....

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Selection options: structured interview using factual questions, work sample tests, referee check using factually based questions