unison

Staff Capability Statement

Communities that thrive

Contents

Staff Capability Statement 1

Contents 2

Introduction 3

Our vision: 3

Our mission: 3

Our strategic objectives: 3

Our Values: 3

Purpose 4

Using the Statement 4

Capability Statement 7

PERSONAL QUALITIES – PEOPLE 8

Knowledge & Skills – People 9

PERSONAL QUALITIES – RESPECT 13

Knowledge & Skills – Respect 14

PERSONAL QUALITIES – POSITIVITY 18

Knowledge & Skills – Positivity 19

PERSONAL QUALITIES – ACCOUNTABILITY 20

Knowledge & Skills – Accountability 21

Introduction

Organisational capability is the ability an organisation has, or requires, to achieve its vision, mission and values. The word *capability* refers to the ability to perform a certain action, and is linked to both the knowledge possessed, and the capacity to put that knowledge into practice. Organisational capability is a combination of individual employee capabilities expressed as personal qualities, knowledge, skills and specialist expertise, as well as organisational policies and systems.

Our vision: Communities that thrive

Our mission: Collaborate to create vibrant, sustainable communities that meet the needs of renters, owners and people who are homeless by developing, managing and providing access to affordable housing

Our strategic objectives:

- Foster communities to create places for everyone
- Make places to be proud of
- Develop effective systems to support creative solutions
- Grow the supply of affordable housing
- Create knowledge to change practice, policy and public perception

At Unison, we believe that diverse communities, that are inclusive to all, are the ones that thrive

Our Values:

- People

We put the customer at the heart of what we do; we value each other and welcome diversity

- Respect

We are respectful of all and welcome open and honest discussion

- Positivity

We have a positive and dynamic approach to our work. We embrace change, learn from our mistakes and seek to find solutions

- Accountability

We do what we say we will do

Purpose

The Unison Staff Capability Statement (the Statement) is a tool to support Unison in achieving its strategic goals. It provides a common language and shared understanding of the capabilities that are critical to success for the organisation and for individuals, as well as a basis to identify when a capability is present.

The Statement provides information regarding the key personal qualities, knowledge and skill capabilities that staff, managers and organisational leaders at Unison need in order to do their jobs well and in a manner that is consistent with the values of the organisation. It is separated into each of Unison's values and divided into levels of capability referred to as tiers. Table 1 describes these tiers.

Table 1.
Capability levels (tiers) at Unison

Tiers	Description
Tier 1	CEO/Director
Tier 2	Manager
Tier 3	Team Leader
All staff	All Staff

Using the Statement

This statement will be used to guide the learning and development of staff, in particular those with management or key leadership roles at Unison. It also provides a common platform upon which other key staffing activities such as recruitment, articulation of expectations, career planning and progression, job design and workforce planning can be built.

The statement defines capabilities in two key areas:

Personal qualities cover a range of inherent personal characteristics that impact on attitudes and consistent ways of thinking. These characteristics drive actions and responses to situations and information. Personal qualities are the strongest determinants of performance in any given role and differentiate high and low performers. These qualities are not easily acquired through learning and development activities.

The *knowledge and skill* capabilities are common requirements that can be generically applicable across a range of roles. They are defined for each tier in recognition of the increasing levels of complexity required for more senior roles. Generally, knowledge and skill capabilities can be developed with suitable learning opportunities and experience.

There are also specific areas of knowledge and skills required by a particular discipline. These are often associated with related qualifications. Because there is a very wide range of specialist expertise required, specific specialist expertise capabilities are not described in the Statement.

These are generally defined by relevant professional associations or registration bodies.

1.1 Using the Statement to support development

The Statement provides Unison with the opportunity to more clearly align the Unison *Staff Development Program* to the capabilities required for success. The Statement also supports individuals to target attendance at learning and development activities to areas of greatest benefit, through analysis of capabilities against confidence and competence.

1.2 Using the Statement to assist recruitment

The statement can be used to support the provision of clear and accurate descriptions of roles by using capabilities to form the basis of key selection criteria in job descriptions.

The suitability of candidates can be assessed through the identification of behaviours that indicate they possess the crucial capabilities. As personal qualities are hard to change, it is particularly important to identify the relevant qualities at the recruitment stage and consider them in the selection process.

The use of capabilities and the indicative behaviours assists in the use of more effective recruitment techniques such as structured behavioural interviews. Candidates can be asked to describe instances where they have demonstrated the indicative behaviours.

1.3 Using the Statement to assist performance management

Having a clear statement of the behaviours expected, related to the capabilities of the particular role, provides a firm basis for analysis and discussion about expectations and development needs. Often behaviours, rather than knowledge and skill gaps, are the keys to performance issues. The behavioural descriptions for the different capabilities provide a useful analytical and communication tool that supports 360 degree feedback for all tiers.

1.4 Using the Statement to assist career planning

Developing staff and fostering career progression is an intrinsic role of managers. It also plays an important role in attraction and retention of quality staff. The Statement provides critical information for managers and staff with aspirations to support development and career planning.

1.5 Using the Statement to assist workforce planning

The Statement can be used for workforce planning activities such as succession planning. Capabilities of current staff can be mapped against capabilities of critical roles. This can assist in the identification of staff who possess relevant personal qualities and therefore have the potential to move into key roles (the "talent pool"), as well as being able to identify and address any gaps in critical knowledge and skill areas.

1.6 Assistance and support

For support and assistance to use the capability statement for recruitment, performance planning and/or management and workforce planning you should contact your Manager.

2 Capability Statement

People

We put the customer at the heart of what we do; we value each other and welcome diversity

We care for each other. We are considerate and show each other that we care. We are proud of each other, the role that we play in the community.

We make sure that we have the skills to do our work and we help each other to be our best. We know that we do our best when we work collaboratively with our community.

PERSONAL QUALITIES – PEOPLE

	QUALITIES
Customer Focus	Listens to consumers
	Actively seeks to meet consumer needs
	Seeks ways to improve services
	Committed to delivering high quality outcomes for customers
Relationship Building	Establishes and maintains relationships with people at all levels
	Forges useful partnerships with people across business areas, functions and organisations
	Builds trust through consistent actions, values and communication
Teamwork	Co-operates and works well with others in the pursuit of team goals
	Collaborates and shares information
	Shows consideration, concern and respect for others' feelings and ideas
	Accommodates and works well with the different working styles of others
	Encourages resolution of conflict within the group

Knowledge & Skills – People

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Stakeholder management	Identifies and manages a range of complex and often competing needs	Identifies issues in common for one or more stakeholders and uses to build mutually beneficial partnerships	Responds to consumers' needs Keeps the consumer or stakeholder up-to-date with issues and developments	Responds to consumers' needs
	Identifies issues in common for one or more stakeholders and uses them to build mutually beneficial partnerships	Identifies and responds to stakeholder's underlying needs	Promptly follows through on inquiries, requests and complaints	Promptly follows through on inquiries, requests and complaints
	Finds innovative solutions to resolve stakeholder issues	Uses understanding of the stakeholder's organisational context to ensure outcomes are achieved Finds innovative solutions to resolve stakeholder issues	Takes responsibility for correcting problems promptly, without becoming defensive	Takes responsibility for correcting problems promptly, without becoming defensive

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
People management	Aligns team with the organisational values and goals through effective people management and modelling	Aligns team with the organisational values and goals through effective people management and modelling	Aligns team with the organisational values and goals through effective people management and modelling	Influences the behavior of others by behaving in a manner that reflects the organisation's values and modeling the behavior expected of others.
	Maximises effectiveness by selecting, developing, managing and motivating a high performing team	Maximises effectiveness by selecting, developing, managing and motivating a high performing team	Maximises effectiveness by selecting, developing, managing, deploying and motivating a high performing team	
	Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development	Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development	Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development	

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Service excellence	Encourages and supports others in taking calculated risks to deliver service excellence	Identifies and responds to consumers' underlying needs	Aims to exceed targets Sets personal standards of excellence and measures outcomes against them	Applies and builds professional expertise Is friendly, polite and helpful with team members and consumers
	Challenges others to deliver outstanding service Looks for long- term benefits to the consumer or stakeholder	Uses understanding of the consumer or stakeholder's organisational context to tailor services and ensure a high quality response	Strives to deliver outcomes in a timely manner	Applies and builds professional expertise
	Creates a climate of service excellence	Looks beyond the obvious to provide outstanding levels of service	Looks for new or more precise ways of meeting goals set by others	Is friendly, polite and helpful with team members and consumers

RESPECT

We are respectful of all and welcome open and honest discussion

We listen to each other. We are respectful of each other and value our differences

We create opportunities

We make sure that it is safe for everyone at work to speak openly and try things differently. If mistakes are made, we know that we will be supported to take responsibility and look for a solution.

PERSONAL QUALITIES – RESPECT

	QUALITIES
Empathy and Cultural Awareness	Pays attention to words, expressions and body language. Paraphrases messages to check understanding
	Communicates well with, relates to and sees issues from the perspective of, people from a diverse range of cultures and backgrounds
Flexibility	Remains calm and in control under pressure
	Accepts constructive criticism in an objective manner, without becoming defensive
	Accepts changed priorities without undue discomfort
	Encourages resolution of conflict within the group
Commitment	Enthusiastic and committed
	Translates creative ideas into workplace improvements
	Open to new ideas
	Recognises the merits of different options and acts accordingly

Knowledge & Skills – Respect

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Consultancy	Assists consumers to clarify their needs	Assists consumers to clarify their needs	Clarifies expectations of the roles, process and outcomes	Responds flexibly to consumer needs
	Clarifies expectations of the roles, process and outcomes	Clarifies expectations of the roles, process and outcomes	Responds flexibly to consumer needs	Provides advice in area of expertise
	Develops practical solutions to highly complex problems	Develops practical solutions to highly complex problems	Liaises regularly with internal and external consumers	Suggests practical solutions to problems
	Provides advice in area of expertise	Responds flexibly to consumer needs	Provides advice in area of expertise	Liaises regularly with consumers

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Self Management	Actively monitors own preferences and manages behaviour to always ensure maximum impact	Uses new knowledge or information about self to build a broader understanding of own behaviour and the impact it has on others	Focuses on the most important goals	Takes responsibility for managing own work to achieve tasks as directed
	Applies special techniques and develops personal strategies to effectively manage strong emotions in high pressure situations	Invites feedback on own behaviour and impact	Accepts responsibilities for own actions	Takes responsibility for managing own emotions

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Conflict Management	Listens to, and acknowledges that the concerns of others have been heard	Listens to and acknowledges that the concerns of others have been heard	Understands that there are different ways of interpreting words and actions	Can accept other points of view Treats people with respect
	Actively deals with conflict to achieve a timely and pragmatic resolution	Negotiates agreed actions to deal with problems	Constructively communicates concerns and issues	Considers other's points of view

POSITIVITY

We have a positive and dynamic approach to our work. We embrace change, learn from our mistakes and seek to find solutions

We are patient with each other because we know that change takes dedication and time

We aim to end each interaction positively

We do the right thing. We work as a team. We listen to our community. We explain clearly why we have made our decisions.

PERSONAL QUALITIES – POSITIVITY

	QUALITIES
Initiative	Proactive and self-starting
	Seizes opportunities and acts upon them
	Takes responsibility for own actions
Decisiveness	Conveys confidence through body language
	Trusts own ability
	Listens to, and considers criticism
Self-confidence	Viewed by others as confident
Integrity	Operates in a manner that is consistent with the organisation's code of conduct
	Inspires trust by treating all fairly

Knowledge & Skills – Positivity

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Problem solving	Anticipates potential problems and pre-empts required actions	Seeks all relevant information for problem solving	Seeks information needed to solve work problems	Explains a problem and helps find a solutions
Service excellence	Encourages new and different approaches and solutions that will deliver benefits beyond consumer or stakeholder expectations	Effectively manages risks to service delivery	Maintains quality in the face of time pressure	Gets on with the job and has pride in their work

ACCOUNTABILITY

We do what we say we will do

We follow through on our promise with care and accuracy. We can be relied upon and trusted.

PERSONAL QUALITIES – ACCOUNTABILITY

	QUALITIES
accountability	Takes responsibility for own actions
	Demonstrates capacity for sustained effort and hard work
	Sets high standards of performance for self and others
	Makes rational and sound decisions based on a consideration of the facts and alternatives
Integrity	Inspires trust by treating all fairly
	Proactive and self-starting
	Maintains a consistent and sensible pattern of behaviour under pressure
Self Discipline	Recognises own limitations and works with others to ensure plans are achieved

Knowledge & Skills – Accountability

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Resource Management	Oversees development and management of complex budgets with multiple cost centre managers	Develops and manages complex budgets Negotiates for resources	Accurately estimates resource requirements for particular tasks	Identifies and uses resources wisely
	Provides guidance and support to managers to identify risks and overcome obstacles	Produces detailed project plans where objectives are clearly defined and action steps for achieving them are clearly specified	Monitors performance against objectives and manages project risks and issues	Maintains accurate records
Strategic planning	Inspires a sense of purpose and direction within context	Thinks at the big picture level	Understands and supports, vision, mission and strategic goals	Understands and supports shared purpose and direction

	Tier 1 CEO/Director	Tier 2 Manager	Tier 3 Team Leader	ALL STAFF
Strategic planning	Understands the organisation's current and future role	Entertains wide-ranging possibilities in developing a vision for the future Works across a number of timeframes	Contributes ideas and perspectives Thinks and plans ahead	Seeks information about how their work fits within the overall objectives of their work group
Commercial Skills	Guides and challenges team to continually strive for the best impact from resources invested	Undertakes and acts on cost benefit analysis	Continually strives to achieve the best service or product with the resources available	Considers the cost implications of different ways of working
Organisational awareness	Understands and addresses underlying problems, opportunities or external forces affecting the organisation	Understands issues and pressures to which the organisation has to respond	Recognises and understands the formal structure/hierarchy of an organisation and its policies and procedures	Understands the work environment and its policies and procedures.