

# Ki Te Hoe – Core Capability Framework

## Capabilities for Staff levels

Capability		Descriptions		
		Individual contributor	Mid-level individual contributor	Senior individual contributor
Expertise	Specialist expertise	<ul style="list-style-type: none"><li>Complete specialist tasks.</li><li>Keep your skills and knowledge up-to-date.</li><li>Understand technical information and instructions.</li></ul>	<ul style="list-style-type: none"><li>Show sound knowledge of your specialist area.</li><li>Keep your skills and knowledge up-to-date.</li><li>Be able to answer moderately complex technical questions.</li><li>Research and find solutions within your specialist area.</li></ul>	<ul style="list-style-type: none"><li>Show deep and broad specialist expertise.</li><li>Stay up-to-date with recent advances and legislation relevant to your specialist area.</li><li>Address complex and unique technical problems.</li></ul>
Decisions	Analytical skills	<ul style="list-style-type: none"><li>Know how to find and analyse information relevant to your everyday work tasks.</li><li>Show curiosity and acknowledge the possibility of error.</li><li>Be open to different ideas.</li></ul>	<ul style="list-style-type: none"><li>Find and analyse information relevant to your work using a variety of tools and resources.</li><li>Notice patterns or themes.</li><li>Be comfortable making decisions without having all the facts.</li><li>Show curiosity and acknowledge the possibility of error.</li><li>Make effective decisions.</li><li>Solve day-to-day problems as they arise.</li></ul>	<ul style="list-style-type: none"><li>Find and rigorously analyse relevant information.</li><li>Show insight into the cause of problems credibly explain the rationale for decisions.</li><li>Show confidence in 'thinking on your feet'.</li><li>Identify the gaps in your own arguments.</li><li>Engage in fresh thinking and identify novel solutions to unique problems.</li></ul>
	Making our vision real	<ul style="list-style-type: none"><li>Show curiosity about the wider organisation and how your work fits into the bigger picture.</li><li>Ask why we do things in a particular way.</li><li>Be financially responsible.</li><li>Show care for our city's people and places.</li></ul>	<ul style="list-style-type: none"><li>Anticipate the broader and longer-term impact of your work (e.g. the impact on customers, other council functions, and our city's people, environment, assets, heritage, and finances).</li></ul>	<ul style="list-style-type: none"><li>Show a broad awareness of our strategy, our long term plan, and the external environment.</li><li>Anticipate the broader and longer-term implications of issues and decisions for customers, other council functions, the council's strategic objectives, and our city's people, environment, assets, heritage, and finances.</li></ul>
Results	Achievement drive	<ul style="list-style-type: none"><li>Aim high.</li><li>Complete routine tasks without requiring instruction.</li><li>Take accountability for your actions.</li></ul>	<ul style="list-style-type: none"><li>Set clear and ambitious goals for yourself.</li><li>Work without needing detailed direction or close oversight.</li></ul>	<ul style="list-style-type: none"><li>Set clear and ambitious goals.</li><li>Operate autonomously as required.</li><li>Take calculated risks.</li><li>Take accountability for achieving results.</li></ul>
	Performing and delivering	<ul style="list-style-type: none"><li>Deliver what is requested on time.</li><li>Look for opportunities to improve how you do your work.</li></ul>	<ul style="list-style-type: none"><li>Deliver on your work priorities.</li><li>Lead small, low risk projects.</li><li>Suggest improvements to how work is done.</li><li>Proactively identify opportunities to make improvements in your work area.</li></ul>	<ul style="list-style-type: none"><li>Prioritise and deliver tasks.</li><li>Lead the delivery of large projects (e.g. plan ahead, scope the time and resources required, assign clear roles and responsibilities, and monitor and report on progress).</li><li>Suggest innovative ideas.</li><li>Regularly review and improve business systems, processes, and resources in your specialist area to increase efficiency, impact, and effectiveness.</li></ul>
	Customer engagement	<ul style="list-style-type: none"><li>Show a customer service focus with internal and external customers (e.g. listen and respond to customer needs and go the extra mile to help people).</li></ul>	<ul style="list-style-type: none"><li>Show a customer service focus with internal and external customers (e.g. put yourself in your customers' shoes and view the world from their perspectives).</li><li>Manage customer expectations.</li><li>Explore and address customer issues.</li></ul>	<ul style="list-style-type: none"><li>Show a customer service focus with internal and external customers (e.g. by engaging with the community and co-designing services with customers where appropriate).</li><li>Manage customer expectations.</li><li>Explore and address complex customer issues.</li><li>For externally-facing roles: understand and respond to the competing perspectives and needs of businesses, residents, and visitors to wellington city.</li></ul>
	Managing risk	<ul style="list-style-type: none"><li>Identify, assess, and manage risks relevant to your role.</li><li>Recognise when escalation is required.</li></ul>	<ul style="list-style-type: none"><li>Display awareness of the council's risk management framework.</li><li>Identify, assess, manage and report risks.</li><li>Recognise when escalation is required.</li></ul>	<ul style="list-style-type: none"><li>Understand and apply the council's risk management framework.</li><li>Understand implications of broader organisational risk across the council.</li><li>Encourage and support the identification, assessment, management, reporting and monitoring of risks.</li><li>Escalate issues if required.</li></ul>
	Health and safety	<ul style="list-style-type: none"><li>Identify, assess, and manage health, safety, and wellbeing risks and hazards.</li><li>Report health and safety incidents.</li><li>Recognise when to escalate issues.</li></ul>	<ul style="list-style-type: none"><li>Identify, assess, and manage health, safety, and wellbeing risks and hazards.</li><li>Report health and safety incidents.</li><li>Recognise when to escalate issues.</li></ul>	<ul style="list-style-type: none"><li>Encourage and support the identification, assessment, and management of health, safety, and wellbeing risks and hazards.</li><li>Encourage the reporting of health and safety incidents and risks.</li><li>Escalate issues if required.</li></ul>
	Resilience and adaptability	<ul style="list-style-type: none"><li>Understand what support is available to you to help you manage your personal wellbeing.</li><li>Make use of support and ask for help when needed.</li><li>Be open to new ways of doing things.</li><li>Recognise when to let go of issues and move forward.</li></ul>	<ul style="list-style-type: none"><li>Understand and use the resources available to you to support your resilience and wellbeing in complex, uncertain, or ambiguous situations.</li><li>Stay calm under pressure.</li><li>Respond quickly and flexibly to work demands.</li></ul>	<ul style="list-style-type: none"><li>Use a range of techniques to maintain your resilience and wellbeing in volatile, complex, uncertain or ambiguous situations.</li><li>Stay calm and optimistic in the face of obstacles.</li><li>Respond quickly and flexibly to work demands.</li><li>Recognise when things are not working and make changes.</li></ul>

Capability		Descriptions		
Individual contributor		Mid-level individual contributor		Senior individual contributor
Influence	Communicating	<ul style="list-style-type: none"> <li>Communicate clearly and respectfully (verbally and in writing).</li> <li>Use non-verbal communication which reinforces your messages (e.g. respectful body language and tone of voice).</li> </ul>	<ul style="list-style-type: none"> <li>Speak and write professionally and clearly.</li> <li>Change your written, verbal, and non-verbal communication style depending on your audience.</li> <li>Tactfully communicate sensitive messages.</li> </ul>	<ul style="list-style-type: none"> <li>Speak and write clearly, succinctly and with impact.</li> <li>Tailor the style and content of your communication to reflect the information needs of diverse audiences (including senior individuals).</li> <li>Tactfully communicate sensitive messages, even in challenging and tense situations.</li> </ul>
	Assertiveness	<ul style="list-style-type: none"> <li>Address differences openly and constructively.</li> <li>Recognise when to ask for your manager's assistance in dealing with an issue.</li> </ul>	<ul style="list-style-type: none"> <li>Address differences openly and constructively.</li> <li>Say 'no' when needed.</li> <li>Provide feedback and suggestions to colleagues (including people who are more senior than you).</li> </ul>	<ul style="list-style-type: none"> <li>Address differences and conflict issues early, openly, and constructively.</li> <li>Be clear about what needs to happen.</li> <li>Hold the line when required, even in challenging situations.</li> </ul>
	Persuasiveness	<ul style="list-style-type: none"> <li>Put your ideas forward persuasively, considering the needs and wants of others.</li> </ul>	<ul style="list-style-type: none"> <li>Use a range of influencing techniques.</li> <li>Show confidence.</li> <li>Influence the key stakeholders for your role.</li> </ul>	<ul style="list-style-type: none"> <li>Use a broad range of influencing techniques.</li> <li>Show confidence.</li> <li>Make a compelling case to stakeholders and take them on the journey.</li> <li>Identify constructive solutions to disagreements.</li> </ul>
	Political acumen	<ul style="list-style-type: none"> <li>Show awareness of the local government environment and political sensitivities.</li> <li>Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour).</li> </ul>	<ul style="list-style-type: none"> <li>Take the local government environment and political sensitivities into account in your work.</li> <li>Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour).</li> </ul>	<ul style="list-style-type: none"> <li>Apply a sound understanding of the local government environment and the current political environment.</li> <li>Understand and balance competing community views and interests in your work.</li> <li>Remain politically neutral (i.e. don't let your personal views influence your advice or behaviour).</li> </ul>
People	Connecting	<ul style="list-style-type: none"> <li>Listen actively.</li> <li>Show empathy.</li> <li>Connect with and make time for people.</li> </ul>	<ul style="list-style-type: none"> <li>Put yourself in others' shoes.</li> <li>Actively listen to and show empathy for others' concerns and perspectives.</li> <li>Show approachability.</li> <li>Support others and provide advice.</li> </ul>	<ul style="list-style-type: none"> <li>Read 'what is not being said' in situations.</li> <li>Actively listen to others.</li> <li>Establish rapport with new people.</li> <li>Support others and provide advice.</li> </ul>
	Collaborating	<ul style="list-style-type: none"> <li>Show awareness of how your work impacts others.</li> <li>Help others with their work.</li> <li>Be open to collaboration beyond your immediate team.</li> </ul>	<ul style="list-style-type: none"> <li>Build relationships across council and with external stakeholders.</li> <li>Work with internal and external partners to get things done.</li> <li>Identify when to inform, involve, or collaborate with others.</li> <li>Actively contribute to your team's discussions and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Build and leverage internal and external relationships to achieve the objectives of your role.</li> <li>Identify when to involve external stakeholders and other parts of the organisation in issues and initiatives, even when this is less obvious.</li> </ul>
	Inclusiveness	<ul style="list-style-type: none"> <li>Work effectively with people from different backgrounds and with different abilities.</li> <li>Be respectful and considerate of different values and viewpoints.</li> </ul>	<ul style="list-style-type: none"> <li>Work inclusively with people from different backgrounds and with different abilities.</li> <li>Recognise when to adapt your approach when dealing with people with different values, perspectives, and cultural customs.</li> <li>Identify and address any gaps in the services we provide for different groups in the community (within your area of responsibility).</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to an inclusive team environment that respects diversity.</li> <li>Show a high level of cultural awareness as required by your role.</li> <li>Create opportunities to work with people from different backgrounds and with different abilities (as relevant to your role).</li> <li>Identify and address any systemic barriers to providing effective services for different groups in the community.</li> </ul>
	Mātauranga Māori	<ul style="list-style-type: none"> <li>Show an understanding of the Council's Treaty of Waitangi obligations and organisational policies with regard to Māori.</li> <li>Correctly pronounce New Zealand place names and everyday Māori words.</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledge and apply an understanding of the Council's Treaty of Waitangi obligations and organisational policies.</li> <li>Meet and greet in te reo.</li> <li>Acknowledge kaupapa and tikanga Māori when working with others.</li> <li>Participate in the Te Tauihu initiatives to develop your skills in te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>Apply a sound understanding of the Council's Treaty of Waitangi obligations and organisational policies with regard to Māori.</li> <li>Understand and observe kaupapa and tikanga Māori.</li> <li>Use and promote te reo in your day-to-day work at the level required by your role.</li> <li>Articulate a Māori perspective in Council publications, communications, and policy work.</li> </ul>
	Developing self	<ul style="list-style-type: none"> <li>Understand the expectations of your role.</li> <li>Seek feedback from others on your performance.</li> <li>Be open to learning more.</li> </ul>	<ul style="list-style-type: none"> <li>Understand your strengths and what you could improve.</li> <li>Set and work towards development goals.</li> <li>Seek out additional responsibilities.</li> <li>Help others learn and develop.</li> </ul>	<ul style="list-style-type: none"> <li>Understand your strengths and what you could improve.</li> <li>Set and achieve development goals.</li> <li>Be a role model for other staff.</li> <li>Provide others with advice and guidance.</li> </ul>