

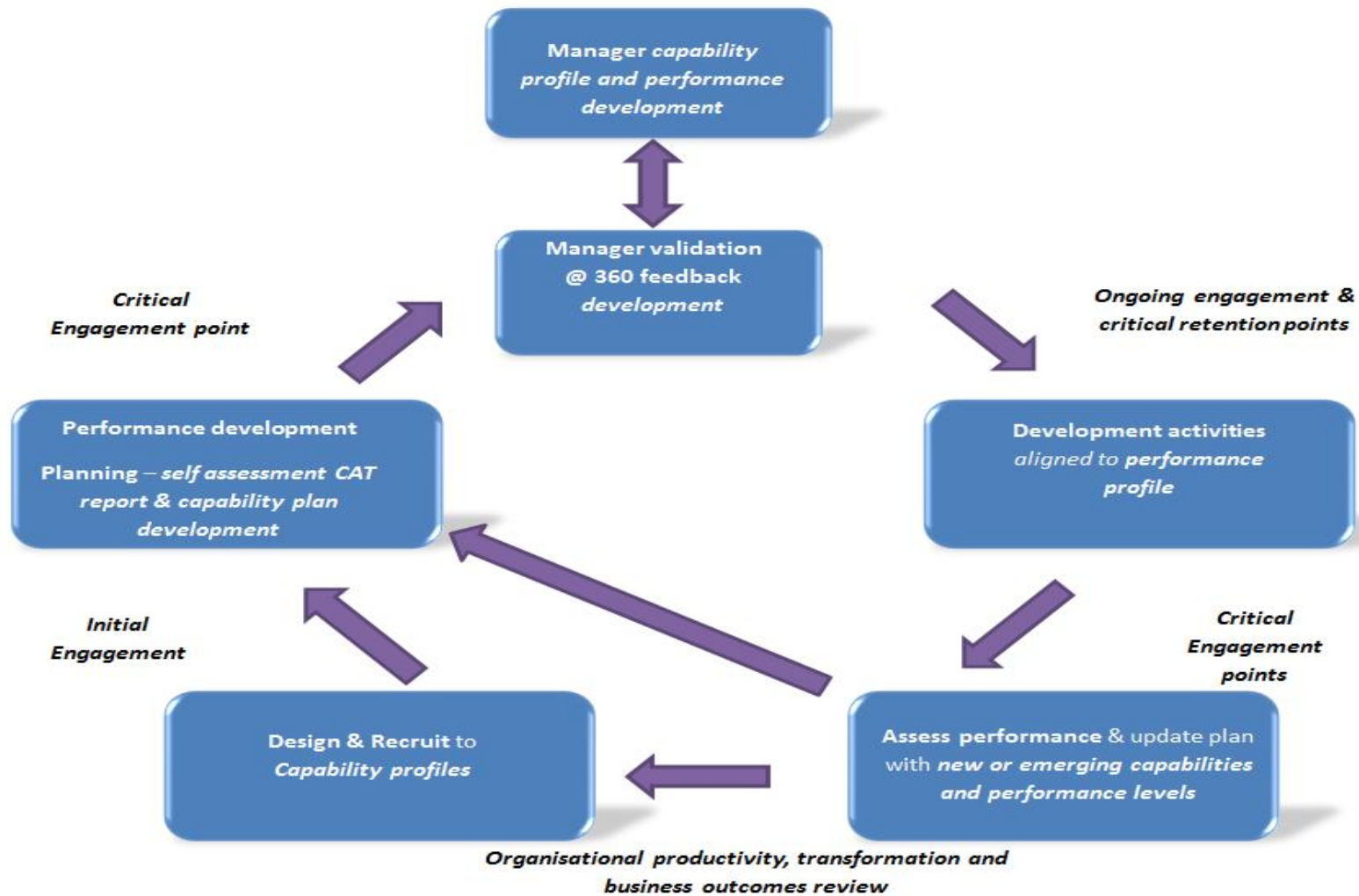
Whole of organisation capability profiling and performance development

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“A key challenge for NSW is to establish capability as a foundation framework for workforce management and measure its connection to business outcomes.”

(How it is – State of the NSW Public Service Report' 2012 (pp9)



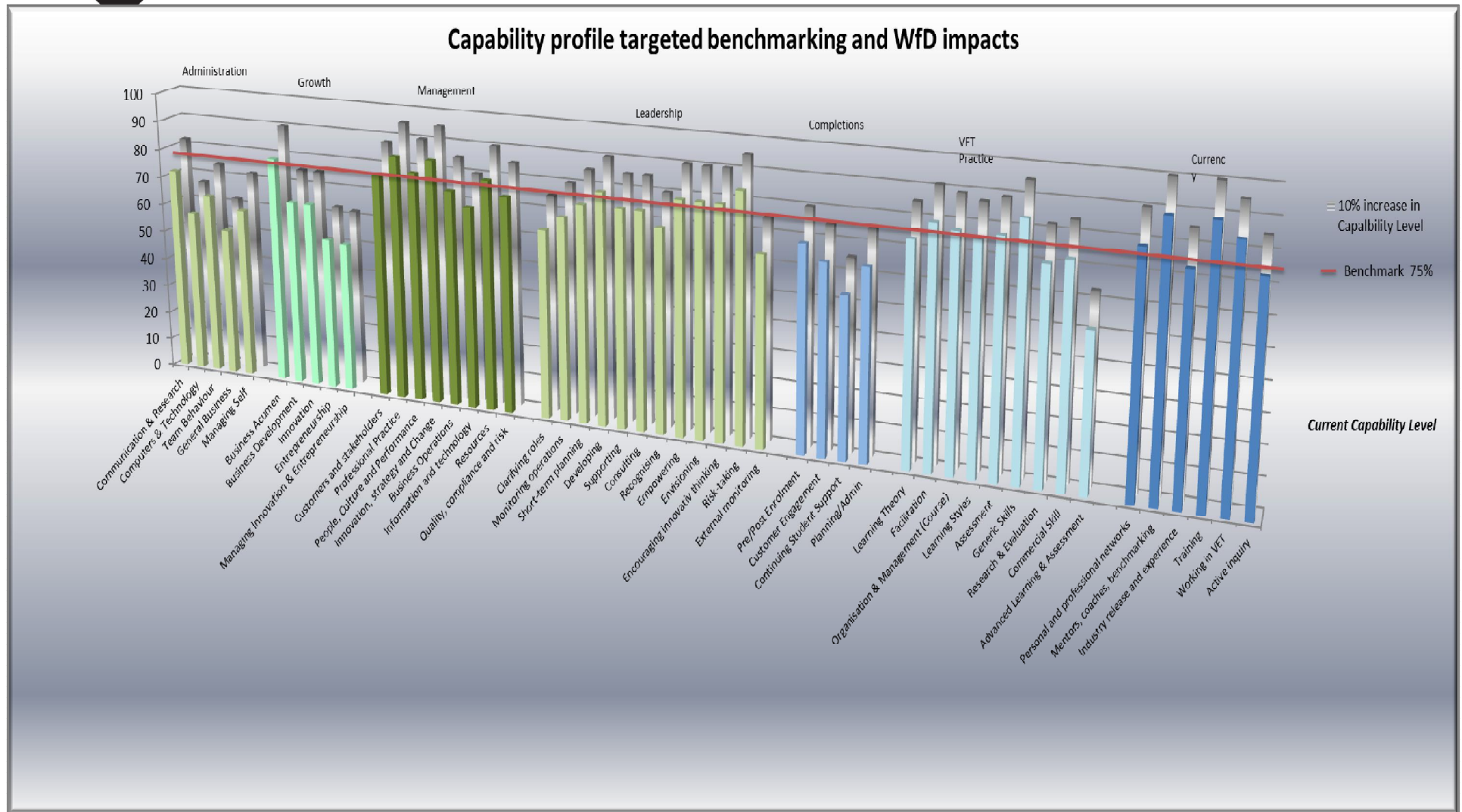
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CAT Clusters ☺



Whole of organisation capability profiling and performance development

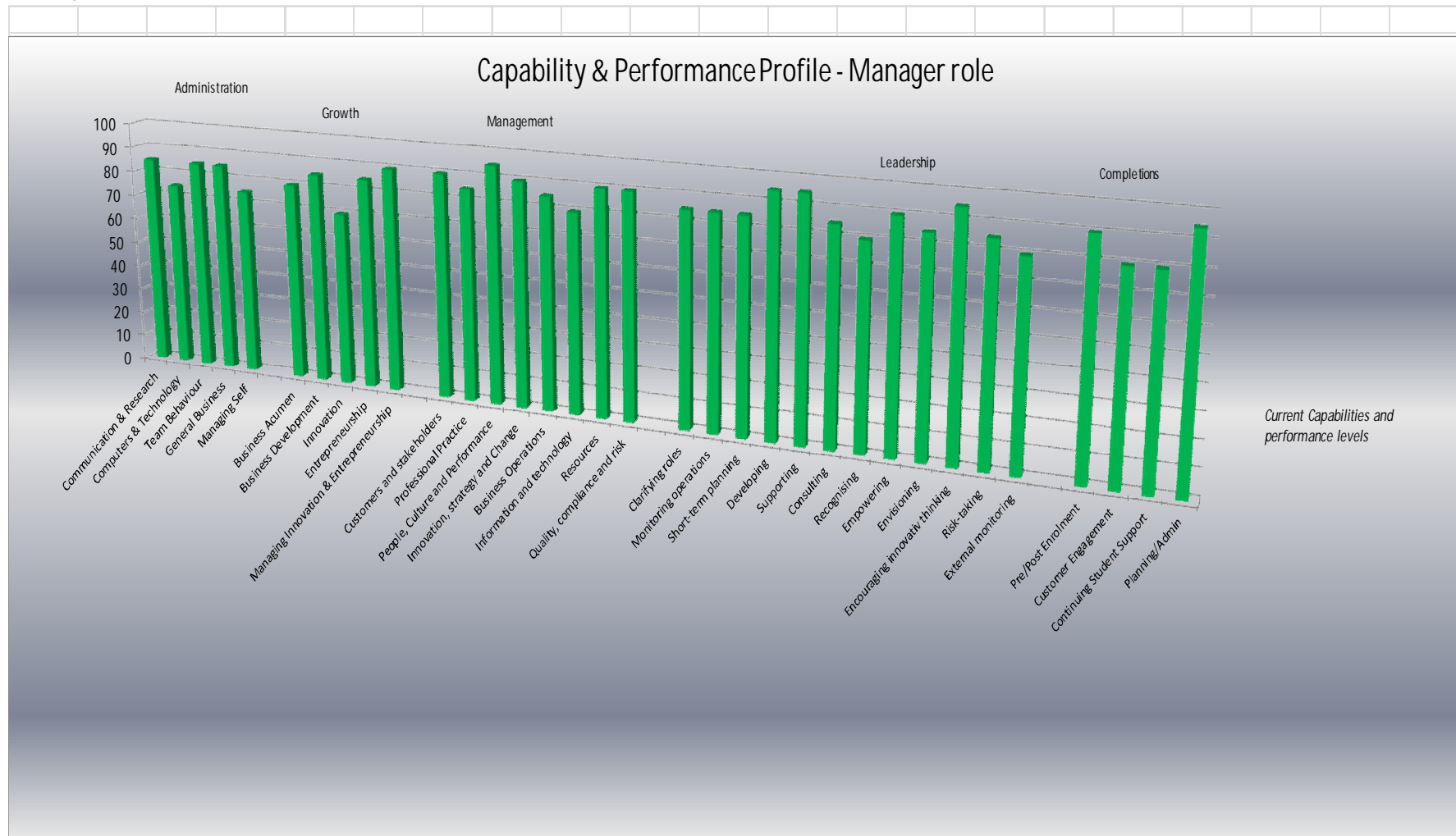
Mark Primmer – Hunter TAFE

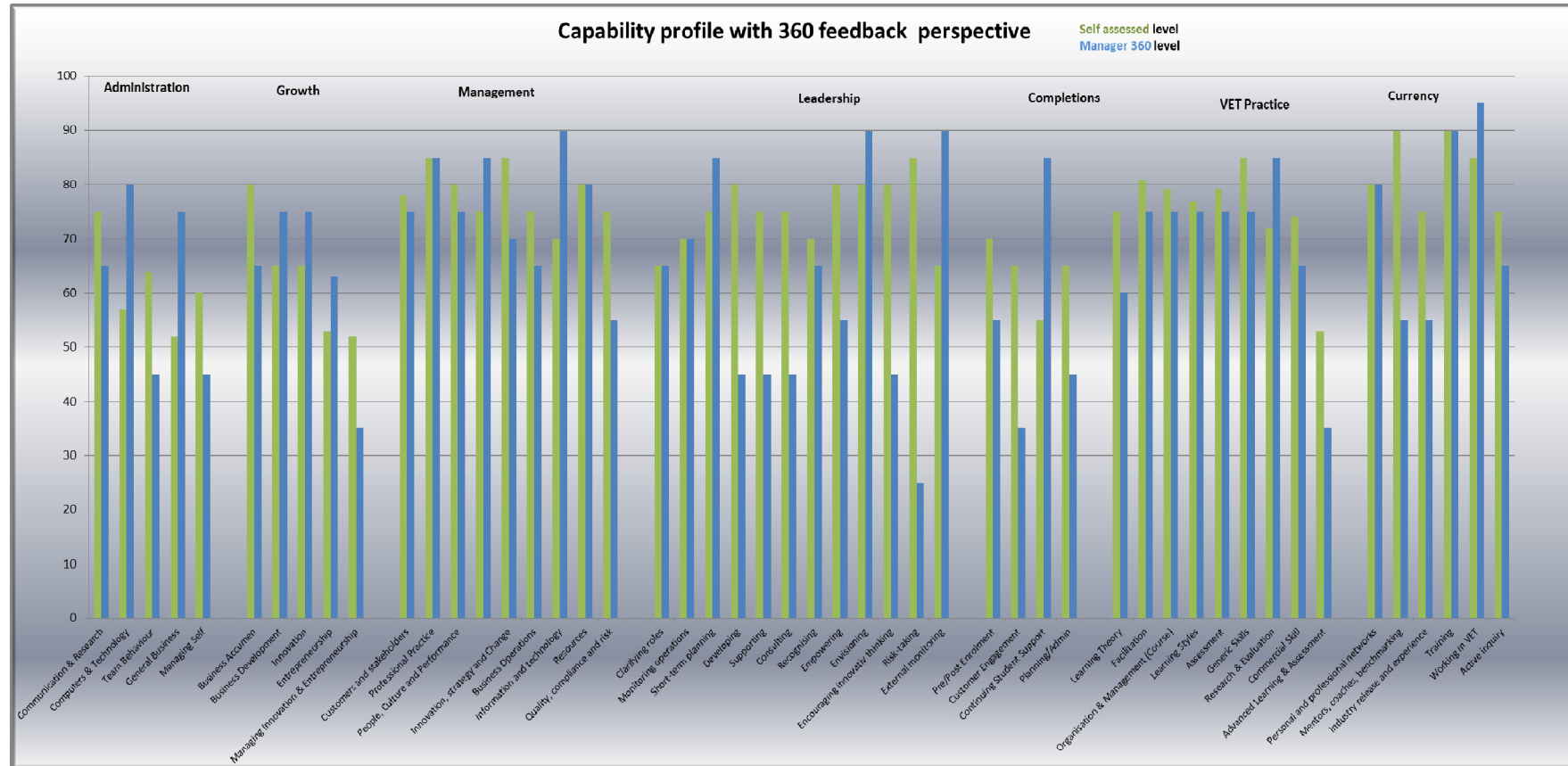













Data to directly target areas for improvement

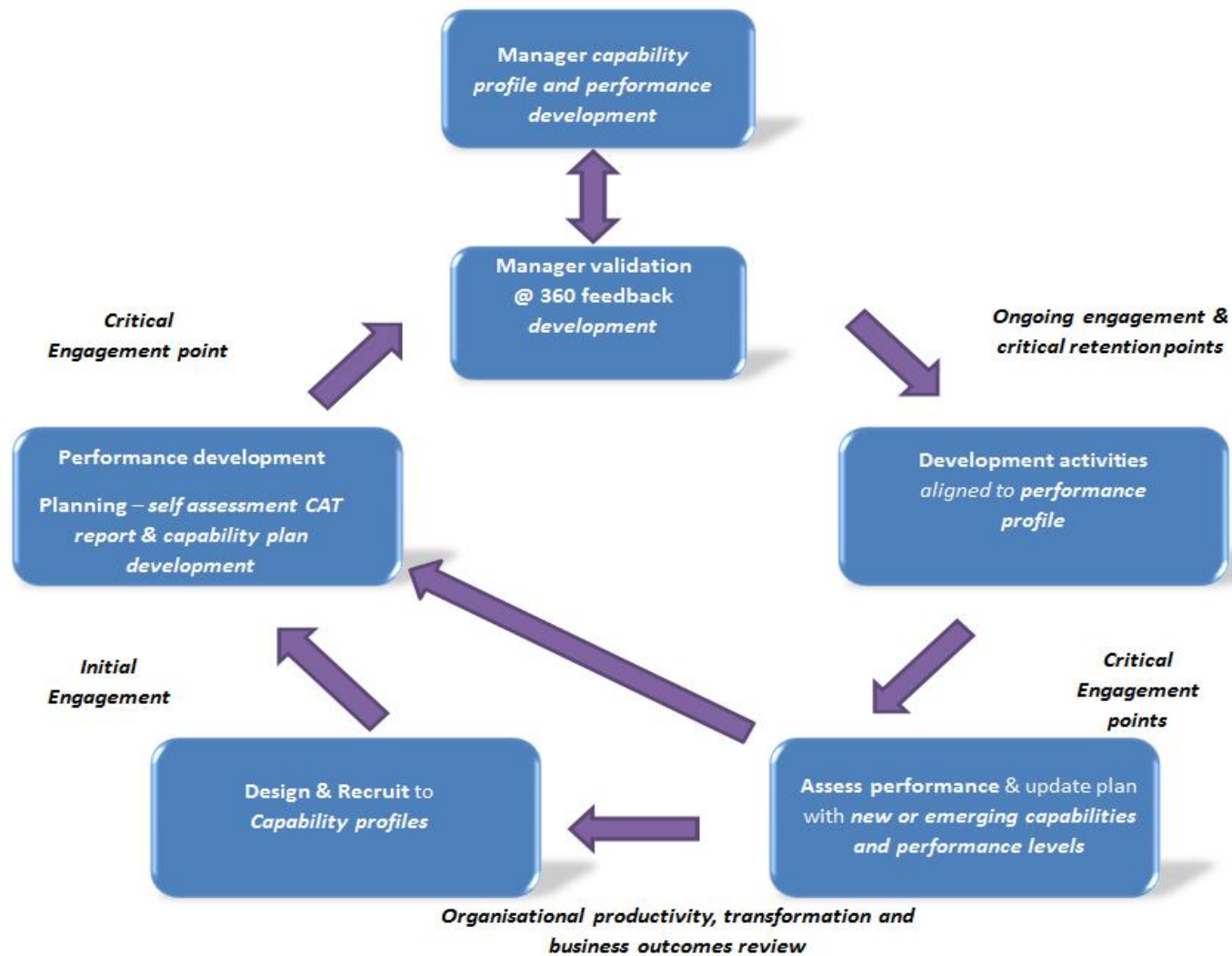
- *Assess within a classroom context* (87%)
- *Assess within a workplace context* (79%)
- *assessment for formative purposes* (79%)
- *assessment for summative purposes* (79%)
- *Use (RPL) assessment* (72%)
- *Use of diagnostic assessments* (70%)

“...needs to strengthen its current capabilities and develop new capabilities to meet emerging needs..... a particular emphasis on leadership and management..... and tools to improve organisational effectiveness including performance management.” (pp9 How it is 2012)





CAPABILITY GROUP	CAPABILITY NAME	LEVEL	CAPABILITY GROUP	CAPABILITY NAME	LEVEL	CAPABILITY GROUP	CAPABILITY NAME	LEVEL	CAPABILITY GROUP	CAPABILITY NAME	LEVEL
 Personal Attributes	Display Resilience and Courage	Advanced	 ADMINCAT Administration	Communication & Research Computer & Technology Team Behaviour General Business Managing Self	Fully holds these capabilities	 People Management	Manage and Develop People	Adept	 COMPLETIONCAT Completion	Pre/post enrolment Customer engagement Continuing student support Planning/Administration	
	Act with Integrity	Advanced					Inspire Direction and Purpose	Advanced			
	Manage Self	Advanced					Optimise Business Outcomes	Advanced			
	Value Diversity	Adept									
 Relationships	Communicate Effectively	Advanced	 MANAGECAT Management	Customers & stakeholders Professional practice People, culture & Performance Innovation, strategy & change Business operations Information & technology Resources Quality, risk & compliance		 GROWCAT Business growth	Manage Reform and Change	Advanced	 VETCAT	Learning Theory Facilitation Organisation & Management (Course) Learning Styles Generic Skills Assessment Commercial skill Advanced learning & assessment Research & evaluation	
	Commit to Customer Service	Highly Advanced									
	Work Collaboratively	Advanced									
	Influence and Negotiate	Advanced									
 Results	Deliver Results	Advanced	 LEADCAT Leadership	Business Acumen Business Development Innovation Entrepreneurship Managing innovation & entrepreneurship							
	Plan and Prioritise	Advanced									
	Think and Solve Problems	Advanced									
	Demonstrate Accountability	Advanced									
 Business Enablers	Finance	Adept		Clarifying roles Monitoring operations Short-term planning Developing Supporting Consulting Recognising Empowering Envisioning Encouraging innovative thinking Risk-taking External monitoring							
	Technology	Highly Advanced									
	Procurement and Contract Management	Adept									
	Project Management	Advanced									



- *‘Capability initiatives are providing governments with a platform for innovation and reform.....sophisticated workforce planning... is essential for attracting and retaining people, and critical in driving innovative service delivery reform (How it is 2012)*