



CAPABILITY FRAMEWORK



PACIFIC ISLANDS
FORUM SECRETARIAT



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FORUM SECRETARIAT
CAPABILITY FRAMEWORK**

Implemented by the
Pacific Islands Forum Secretariat
2017

The Pacific Islands Forum

The Pacific Islands Forum is the region's premier political and economic policy organisation. Founded in 1971, it has 18 Members: Australia, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

Associate membership to the Forum is currently held by Tokelau. Forum Observers include the African Caribbean and Pacific Group of States, American Samoa, the Asian Development Bank, the Commonwealth, the Commonwealth of Northern Mariana Islands, Guam, the International Organisation for Migration, the United Nations, Wallis and Futuna, the Western and Central Pacific Fisheries Commission, the World Bank, and Timor Leste is a Special Observer.

The Forum's Pacific Vision is for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy, and productive lives.

The Pacific Islands Forum works to achieve this by fostering cooperation between governments, collaboration with international agencies, and by representing the interests of its members.

Since 1989, the Forum has held Post-Forum Dialogues with key Dialogue Partners at Ministerial level, and currently has 18 dialogue partners: Canada, People's Republic of China, Cuba, European Union, France, Germany, India, Indonesia, Italy, Japan, Republic of Korea, Malaysia, Philippines, Spain, Thailand, Turkey, United Kingdom and the United States of America.



The work of the Forum is guided by the Framework for Pacific Regionalism, which was endorsed by Leaders in July 2014. It sets out the strategic vision, values, objectives and approaches to achieve deeper regionalism in the Pacific. A Pacific regionalism recognised by leaders as:

The expression of a common sense of identity and purpose, leading progressively to the sharing of institutions, resources, and markets, with the purpose of complementing national efforts, overcoming common constraints, and embracing sustainable and inclusive development within Pacific countries and territories and for the Pacific region as a whole.

The Framework for Pacific Regionalism supports political conversations and initiatives that address key strategic issues. All Pacific people have an important role to play in regionalism and to support this principle, the Framework articulates a regional public policy process that is intended to generate initiatives that foster deeper regionalism. The Framework also encourages prioritisation of the Forum Leaders' agenda to ensure that Leaders have the time and space to drive these initiatives forward.

The Pacific Islands Forum Secretariat is an international organisation established by treaty, enjoying legal personality in each of its sixteen member countries. The Forum Secretariat is mandated to coordinate the implementation of Forum Leader's decisions. The Secretariat is based in Suva, Fiji, and is led by the Secretary General, Dame Meg Taylor of Papua New Guinea, who is directly responsible to the Forum Leaders. The Forum Officials Committee (made up of nominated representatives from all Forum Governments) is the governing body for the Secretariat and has oversight of its activities. The Secretariat is funded by contributions from member governments and donors.

The Secretary General of the Forum Secretariat is permanent Chair of the Council of Regional Organisations in the Pacific (CROP). CROP functions as a coordination mechanism between the heads of the regional organisations in the Pacific, and as a highlevel advisory body, to provide technical expertise and policy advice at national, regional and international level. The nine members of CROP are:

- Pacific Aviation Safety Office (PASO)
- Pacific Community (SPC)
- Pacific Islands Development Programme (PIDP)
- Pacific Islands Forum Fisheries Agency (FFA)
- Pacific Islands Forum Secretariat (PIFS)
- Pacific Power Association (PPA)
- Secretariat of the Pacific Regional Environment Programme (SPREP)
- South Pacific Tourism Organisation (SPTO)
- University of the South Pacific (USP)

The Forum Secretariat has trade offices in Auckland, Beijing, Sydney, and Tokyo that work independently but come together as Pacific Islands Trade and Invest (PT&I). The Forum Secretariat also has an office in Geneva, Switzerland, for the Permanent Delegation of the Pacific Islands Forum to the World Trade Organisation (WTO). As part of its outreach assistance to Members, the Forum Secretariat has desk officers in the Smaller Island States (SIS) of Cook Islands, Kiribati, the Marshall Islands, Nauru, Niue, Palau, and Tuvalu to complement the resources of its smallest Members. There is also a Pacific Plan Desk Officer in Vanuatu. Until June 2017, the Forum Secretariat also had a representative based in Solomon Islands as the Forum Special Representative to RAMSI.

Executive Summary

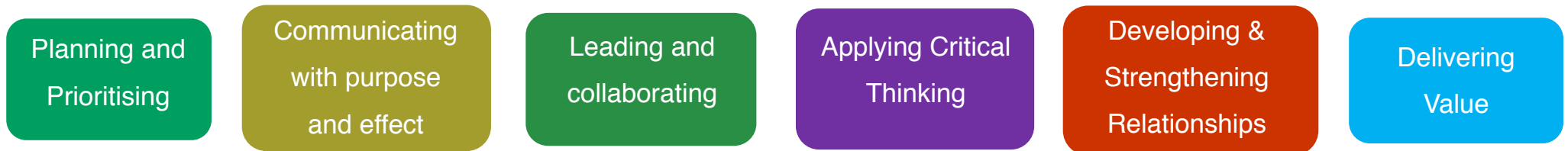
The Capability Framework is a key strategy of the Pacific Islands Forum Secretariat to achieve greater consistency across the organisation in the way workforce capability is developed and capability gaps are identified and addressed. This will contribute to creating a highly professional organisation that is capable of creating and delivering quality outcomes for the people of the Pacific.

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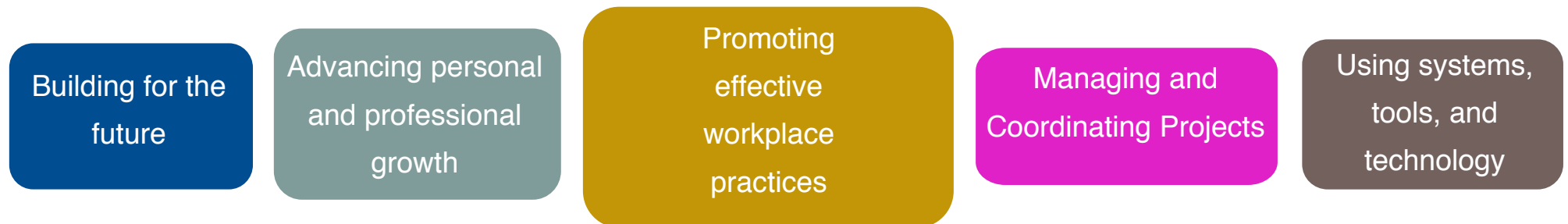
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OVERVIEW OF PACIFIC ISLAND FORUM SECRETARIAT CAPABILITIES

Core

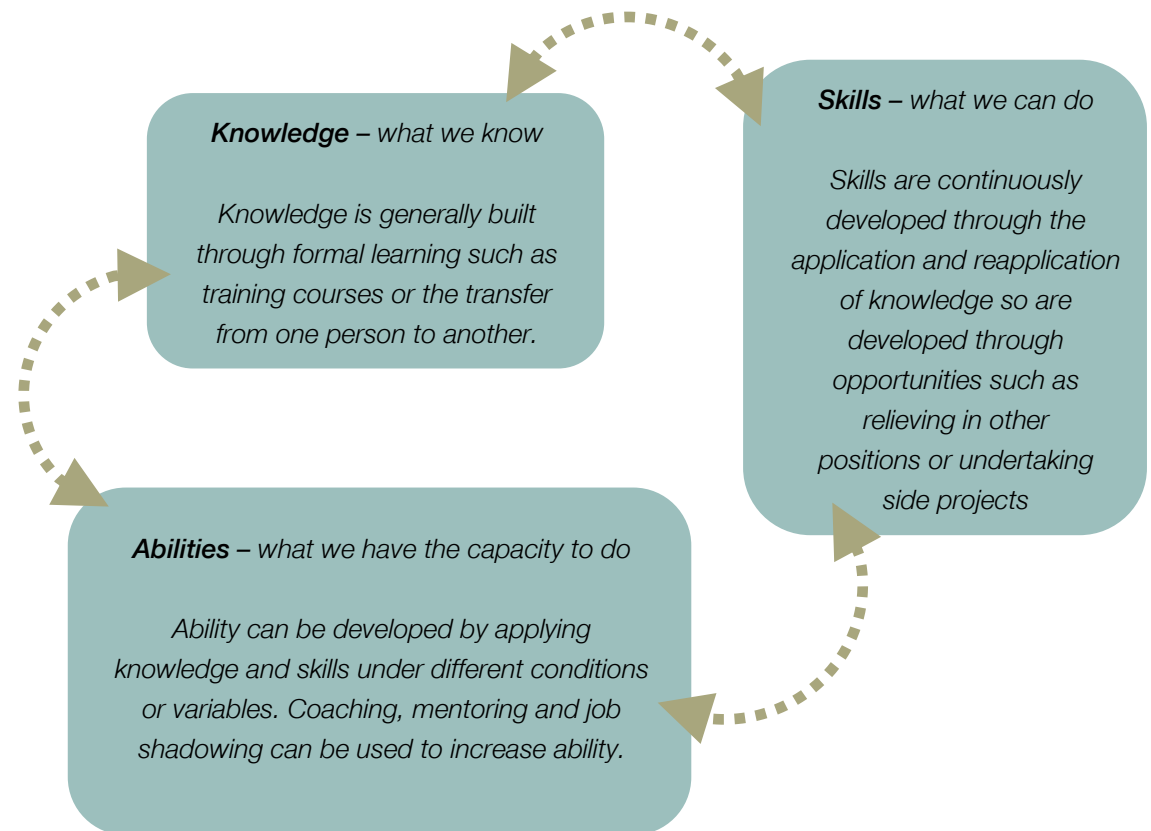


Supplementary



WHAT IS A CAPABILITY FRAMEWORK?

- ✓ The Capability Framework describes the behavior expected of Forum Secretariat employees at every level from base grade to Executive staff.
- ✓ Capabilities provide a common language to assist in all aspects of managing human resources. They help by clarifying performance expectations and on the job behaviours that are observable and measurable.
- ✓ Conversations about managing people become easier by focusing objectively on the observable behaviours defined in this framework.
- ✓ Capabilities are made up of a combination of knowledge, skills and abilities required by an individual to successfully perform in a role.



PROVIDING FOUNDATION

Capabilities provide the foundation for:

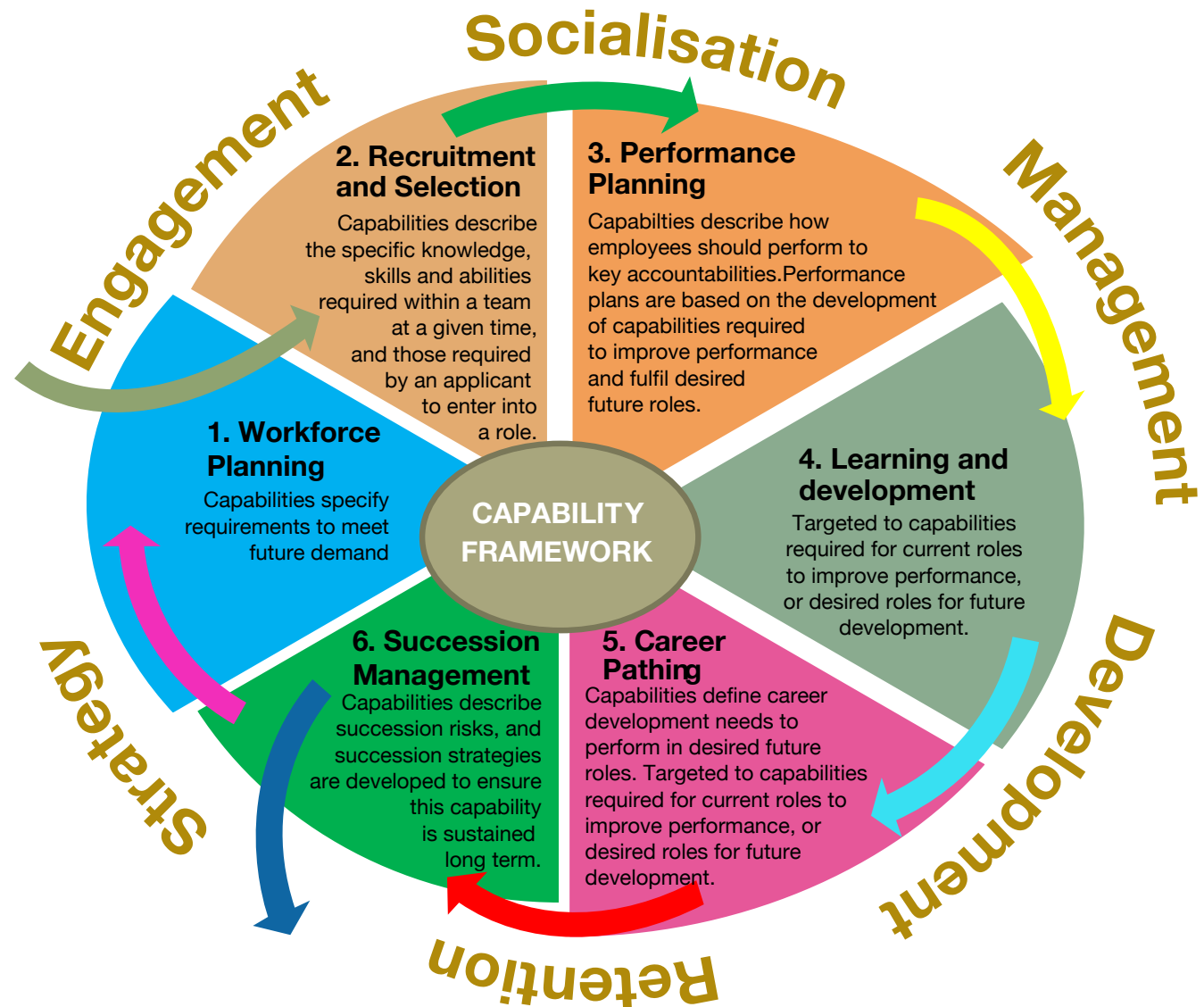
- recruitment and selection
- managing successful performance
- professional development
- self-reflection and career pathing
- succession management

The framework supports Team Members, Team Leaders, Directors and the Executive in all stages of the employment life-cycle by providing an easy way of identifying capabilities and defining expected behaviours for successful performance.

CAPABILITY FRAMEWORK AND THE EMPLOYMENT LIFECYCLE



Capabilities provide the foundation for all elements of the employment lifecycle and will be integrated into all aspects of Forum Secretariat Human Resource Management



HOW THE CAPABILITY FRAMEWORK WORKS

Planning and
Prioritising

Communicating
with purpose
and effect

Leading and
collaborating

Applying Critical
Thinking

Developing &
Strengthening
Relationships

Delivering
Value

Each capability lists a range of behaviours that increase in complexity over five levels. These levels have clusters of job bands that directly correspond to the Secretariat's salary banding system. Level A defines an introductory level of competence and level E defines the most complex level of competence as described in the table on the right.

Capability level	Corresponding PIFS Job Bands
Level A	1 to 3
Level B	4 to 7
Level C	8 to 10
Level D	11 to 13
Level E	14 and beyond

THE CORE CAPABILITIES

Planning and Prioritising

“Developing and committing to personal, team, KRA and organisation wide plans”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Discusses personal objectives (operational) with supervisor – may enter these into the P&R form ❖ Makes daily and / or weekly plans ❖ Keeps a track of the progress of tasks for which they are accountable ❖ Implements routine tasks reliably ❖ Reorganises day when immediate priorities change ❖ Anticipates consequences of incomplete or poorly completed tasks ❖ Uses initiative if tasks are completed ahead of time 	<ul style="list-style-type: none"> ❖ Drafts personal objectives (operational) following discussions with supervisor ❖ Links objectives to team plans ❖ Identifies risks associated with plans ❖ Forecasts how time will be focused for at least the coming three months ❖ Assists others in managing their diaries using scheduling tools ❖ Coordinates activities with others' within and across teams ❖ Sets aside time to complete administrative and compliance tasks ❖ Assesses the quality of others' contribution to the completion of tasks ❖ Contributes directly to team plans ❖ Organises, in discussion with manager, own priorities for periods of up to a week ahead 	<ul style="list-style-type: none"> ❖ Identifies and describes near to medium term priorities within multi-year initiatives ❖ Translates related tasks and activities associated with key initiatives into SMART objectives (operational / tactical) ❖ Estimates budget implications associated with personal and team objectives ❖ Gathers information from multiple sources to prepare progress / status reports in relation to plans ❖ Advises and confirms the objectives of those in jobs up to Band 7 ❖ Organises, in discussion with manager, own priorities for periods of up to a month ahead ❖ Provides direct input to KRA plans 	<ul style="list-style-type: none"> ❖ Translates disparate, potentially ambiguous tasks and activities into SMART objectives (tactical / strategic) ❖ Identifies, sets and shares team priorities and plans for the coming 12 months ❖ Allocates work to team members for those in jobs up to band 10 ❖ Provides direct input on multi-year plans ❖ Advises and confirms the objectives of those in jobs up to Band 10 ❖ Drives consistency among team members in relation to objective setting ❖ Seeks funding and is accountable for the acquittal of funds for team-based initiatives ❖ Assesses team capability and capacity relative to plans and advises on how to address any gaps ❖ Reviews and advises on technical aspects of plans 	<ul style="list-style-type: none"> ❖ Translates complex, potentially conflicting circumstances, into SMART objectives (strategic) ❖ Identifies, sets and shares KRA-level priorities and plans for the coming 12 months and beyond ❖ Organises teams and assesses available resources within a KRA to optimise the delivery of plans ❖ Advises and confirms the objectives of those in jobs up to Band 13 ❖ Drives consistency across the KRA's in relation to objective setting ❖ Negotiates new sources of funding as required ❖ Is accountable to FOC and the audit and risk committee in relation to progress of plans at a KRA and organisational level

Communicating with purpose and effect

“Clear communication while knowing your target audience and the outcomes you are seeking”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Relays straightforward messages accurately ❖ Asks questions to clarify information and requests ❖ Applies active listening techniques ❖ Offers suggestions / ideas to team members in a clear and confident manner 	<ul style="list-style-type: none"> ❖ Completes forms and carries out written and verbal instructions, including composite instructions ❖ Identifies and summarises key points arising from conversations ❖ Instructs others when coordinating tasks and activities, and checks for understanding ❖ Interacts with suppliers to organise quotes, place orders and follow up on deliveries / fulfillment ❖ Writes memos, emails and letters using appropriate conventions ❖ Demonstrates a understanding of the role that ‘audience, time and place’ play in effective communication and makes appropriate adjustments 	<ul style="list-style-type: none"> ❖ Writes / prepares detailed, and as required, lengthy reports using consistent and appropriate language ❖ Assembles disparate information into coherent ‘narrative’ ❖ Uses influencing techniques to gain support and cooperation from others ❖ Explains difficult concepts concisely and in readily understood terms both verbally and in writing ❖ Demonstrates a clear understanding of the advantages and disadvantages of different media in communication ❖ Prepares and delivers presentations at team and KRA level meetings ❖ Applies a range of questioning techniques 	<ul style="list-style-type: none"> ❖ Prepares and peer reviews technical / policy documents for external audiences ❖ Engages in effective dialogue with senior officials on sensitive issues ❖ Speaks convincingly as an advocate for particular matters / issues when required ❖ Uses analogies and examples to effect ❖ Possesses a high level of language mastery and applies this mastery to convey messages thoughtfully and unambiguously ❖ Prepares and delivers papers / presentations for international audiences ❖ Demonstrates a high level of cultural awareness ❖ Supports others become more effective communicators 	<ul style="list-style-type: none"> ❖ Speaks authoritatively on broad range of topics ❖ Advocates at the most senior levels on behalf of the Forum Secretariat ❖ Debates issues of regional importance persuasively and consistent with strategy ❖ Inspires others with both message content (including vision) and delivery ❖ Understands and uses the media to best effect on behalf of the organisation ❖ Extracts meaning quickly from large amounts of information ❖ Asks penetrating questions ❖ Demands the highest communication standards from colleagues and reports to ensure necessary quality consistency of messages

Leading and Collaborating

“Actively leads self, others and organisation to establish a positive and productive organisational culture”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Knows the purpose of their role within a team ❖ Knows which colleagues are in the same team ❖ Understands and agrees to the code of conduct ❖ Works with others to complete tasks ❖ Accepts directions and follows instructions, working under day to day supervision ❖ Avoids idle gossip 	<ul style="list-style-type: none"> ❖ Supports manager and other team members, as appropriate, in a range of administrative, clerical and facilities activities ❖ Provides some level of coordination to assist in completing activities, in some instances, across other teams and externally, typically seeking others' cooperation ❖ Understands who occupies senior management roles, as well as the general nature of those roles ❖ Recognises different working and leaderships styles and adapts accordingly ❖ Seeks help and provides relevant feedback when experiencing unsustainable work pressure ❖ Looks out for others' well being ❖ Knows the value of team harmony and demonstrates behaviours accordingly 	<ul style="list-style-type: none"> ❖ Works under general supervision ❖ Seeks opportunities to engage and assume responsibilities in projects where capacity permits ❖ Reads the mood of a team and displays appropriate behaviours to build positivity ❖ Diffuses potentially difficult interpersonal situations before they escalate ❖ Mentors / coaches less experienced staff ❖ Leads teams of administrative / property staff, and in some instances, entry level professionals ❖ Collaborates effectively in teams where team members may be geographically disperse ❖ Provides objective feedback on others' performance in a supervisory capacity ❖ Understands own strengths and weaknesses 	<ul style="list-style-type: none"> ❖ Delegates work to team members ❖ Accepts accountability for team / project performance and leads ongoing performance related discussions ❖ Provides timely and specific performance feedback ❖ Moves easily between autonomous and collaborative working modes as required ❖ Cooperates with others in the sharing of resources, including people ❖ Sets a positive example ❖ Recognises the strengths and weaknesses across team members ❖ Motivates others to perform to their potential ❖ Gains commitment from others in the pursuit of shared goals ❖ Seeks others' opinions in dealing with team challenges ❖ Deals objectively and fairly in applying policies 	<ul style="list-style-type: none"> ❖ Establishes KRA / organisation performance measures and benchmarks (including timeframes) and holds self and others accountable to these ❖ Inspires others to extend themselves ❖ Works effectively in the context of a senior management team ❖ Exercises wisdom in dealing with complex issues ❖ Displays courage in decision making ❖ Looks for opportunities to develop the next generation of leaders ❖ Balances the needs of staff, partners and stakeholders in pursuing KRA / organisation objectives

Applying Critical Thinking

“Gathering, organizing and analyzing information for effective decision making”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Recognises there may be more than one way to approach the work at hand ❖ Exercises common sense and initiative in dealing with day to day challenges ❖ Understands why relevant work procedures have been established ❖ Follows procedures and report instances where procedures do not yield anticipated outcomes ❖ Recognises when to escalate matters ❖ Seeks advice from supervisor 	<ul style="list-style-type: none"> ❖ Tests ideas when problem solving in a way that minimises risk ❖ Identifies subject matter experts within own KRA and refers enquiries accordingly ❖ Engages in problem solving / brainstorming sessions ❖ Records steps taken to resolve a technical problem ❖ Applies logic in working through operational issues ❖ Validates information if uncertain ❖ Exercises good judgement as when to say “I don’t know” 	<ul style="list-style-type: none"> ❖ Exercises a healthy level of skepticism when confronted with new information ❖ Understands and explains key principles and theories associated with the subject matter relevant to own role ❖ Complements ‘how’ things are done with ‘why’ things are done ❖ Accesses and references credible research / literature in seeking solutions to issues ❖ Discusses technical challenges with colleagues to help overcome challenges ❖ Demonstrates persistence in solving problems ❖ Offers suggestions / points of view at team meetings ❖ Applies analytical and synthesis skills 	<ul style="list-style-type: none"> ❖ Recognises when to seek external assistance in dealing with matters ❖ Challenges team members when presented with findings / information / proposed solutions ❖ Understands ‘current state’ and ‘desired future state’ before proposing solutions ❖ Exercises sound judgement in recommending solutions, weighing up technical merit with practical and cost considerations ❖ Facilitates brainstorming sessions, encouraging others’ contributions and ensuring proper respect is afforded to ideas being proposed ❖ Identifies individuals with a flair for creativity and problem solving and nurtures their further development ❖ Reviews previous approaches to issues in new light ❖ Acknowledges the work and ideas of others 	<ul style="list-style-type: none"> ❖ Encourages and rewards innovation and creative thinking ❖ Manages expectations sensitively in deciding to approve, modify, defer or dismiss others’ ideas and suggestions ❖ Fosters a ‘learning organisation’ ❖ Assesses the logic and efficacy of recommendations in relation to KRA organisation objectives ❖ Asks incisive questions to ensure ideas and proposals stand up to rigorous scrutiny ❖ Approves the use of external experts to assist in navigating and progressing complex / highly technical matters ❖ Makes decisions informed by a clear understanding of their consequences

Developing & Strengthening Relationships

“Working cooperatively and establishing, developing and maintaining business relationships”

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Interacts courteously with colleagues and visitors ❖ Acknowledges others at appropriate times ❖ Addresses people by their name ❖ Understands that healthy and productive relationships lead to better outcomes ❖ ‘Steps back’ from unnecessary confrontation 	<ul style="list-style-type: none"> ❖ Interacts courteously with suppliers, partners and other stakeholders, as the situation requires ❖ Allows others to finish talking before responding ❖ Updates others on a regular basis to report on the progress of activities and requests ❖ Maintains confidentiality ❖ Knows who PIFS key partners and stakeholders are ❖ Responds to invitations in a timely way, following through on commitments ❖ Informs supervisor of any issues that might impact the integrity of existing relationships 	<ul style="list-style-type: none"> ❖ Develops professional relationships with peers in partner / stakeholder organisations ❖ Recognises subtle signs in relationships that indicate closer attention to the health of the relationship is required ❖ Demonstrates a good understanding as to the nature and basis of both collegial and key institutional relationships ❖ Uses sound judgement and professionalism to respond appropriately to sensitive requests ❖ Uses respectful and unambiguous language as a key means to strengthen relationships ❖ Places self in others’ situations to better understand and respond to needs ❖ Focuses on resolving interpersonal differences with colleagues in a timely and effective way 	<ul style="list-style-type: none"> ❖ Assesses objectively key relationships on a regular basis and advises senior management about their relative health ❖ Implements strategies to ensure key relationships are managed to deliver intended outcomes ❖ Coaches others in building effective relationships within and across teams as well as externally ❖ Understands, separates and responds maturely to the different dimensions associated with PIFS extensive network of partners and stakeholders ❖ Recommends new external relationships ❖ Represents team in dealing directly with external parties 	<ul style="list-style-type: none"> ❖ Determines the extent and nature of KRA / PIFS level of relationships and approves strategies for managing these ❖ Focuses own external relationships at government’s and agencies head level and ensures these are managed consistent with organisational objectives ❖ Articulates desired culture and defines / promotes internal KRAs and initiatives designed to reinforce and strengthen that culture ❖ Places organisational well-being ahead of personal gain in building unity across the senior team ❖ Explores and endorses new institutional / state relationships and assesses their strategic value and acts accordingly

Delivering Value

“Deliver outcomes that meet agreed quality and timeliness measures”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Works conscientiously to complete assigned tasks to the required standard ❖ Takes pride in a ‘job well done’ ❖ Identifies and reports on grounds/buildings maintenance matters so these can be prioritized, scheduled and acted on ❖ Accepts and acts on advice from more experienced / senior colleagues in relation to completing work tasks more efficiently ❖ Provides high quality customer service at Forum-hosted events 	<ul style="list-style-type: none"> ❖ Progresses / completes requests in a timely way ❖ Understands the potential ‘knock on’ effects of late / poor quality of work ❖ Obtains more than one quote (typically three) when attending to requests for the purchase of goods and services ❖ Understands workflows and approval processes, adheres to these and explains them to others in a helpful way as required ❖ Manages data (date collection, validation and entry) with the purpose of generating timely and accurate reports ❖ Respects others’ time and demands and provides appropriate support in helping managers meet their commitments ❖ Organises logistics for Forum-hosted / led events 	<ul style="list-style-type: none"> ❖ Understands relevant professional standards and applies these ❖ Reviews own work before progressing it to others for review ❖ Clarifies and confirms others’ needs before committing to a course of action ❖ Fulfils reporting requirements and explains irregularities / unexpected outcomes ❖ Designs reporting templates ❖ Interprets status / progress reports in the context of trends ❖ Makes suggestions to help manage expenditure to optimise ‘value for money’ ❖ Understands and explains the concept of ‘value chain’ and knows how their role is situated within the value chain ❖ Develops content and undertakes research used in the provision of advice, speeches and publications 	<ul style="list-style-type: none"> ❖ Upholds professional standards for self and reports ❖ Streamlines processes wherever possible to free up resources for ‘value add’ activities ❖ Completes and supervises work with full knowledge of beneficiaries of that work and over what timeframe ❖ Manages continuous improvement activities ❖ Makes decisions taking into consideration the potential value being added through own / team’s contribution ❖ Develops and implements means of seeking objective feedback from recipients of own / team’s effort ❖ Authors high quality papers for external / international audiences ❖ Provides authoritative advice, within delegations, to external parties 	<ul style="list-style-type: none"> ❖ Negotiates and approves agreements in relation to goods / services received and provided ❖ Determines internal reporting requirements and ensures reporting is accurate and timely ❖ Seeks feedback from members, donors and other funding bodies on the degree to which expectations are being met ❖ Drives organisational cultural change as needed ❖ Performance counsels staff in instances where quality / timeliness of work has not met expectations ❖ Approves papers / documents / advice being provided to external parties ❖ Approves the hosting of Forum-led / hosted events based on relevant purpose and anticipated outcomes



“ The Capabilities of our staff are critical to ensuring that as Secretariat to the Pacific Leaders Forum, we are responsive, effective and pivotal in policy development in our region.” Dame Meg Taylor

THE SUPPLEMENTARY CAPABILITIES

Building for the future

“Takes action to strengthen the organisation now and into the future”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Ensures materials/consumables inventories are maintained to meet anticipated demands for the foreseeable future ❖ Accommodates scheduling of own activities (eg annual leave, training) mindful of future events (eg key meetings, public holidays) ❖ Employs environmentally friendly practices (eg recycling, switching off lights, reporting leaking taps) 	<ul style="list-style-type: none"> ❖ Documents processes to ensure effective contingencies are in place in the event of absences / unexpected circumstances ❖ Takes initiative and lets supervisors and others know of possible future conflicting priorities (eg relevant external events clashing with important internal events) ❖ Supports senior colleagues develop business continuity and disaster plans ❖ Understands the key principles of change management and remains open to possibility of change 	<ul style="list-style-type: none"> ❖ Researches and extrapolates trends that might impact on the work of the team / KRA / organisation and presents findings to colleagues by way of impact assessment ❖ Contributes to the drafting of papers, presentations and speeches focused on future states (both desirable and undesirable) ❖ Understands and explains the implications of internal and external policy decisions on possible future directions / outcomes associated with own and team's work ❖ Actively contributes to change initiatives ❖ Explains our vision and mission to others 	<ul style="list-style-type: none"> ❖ Challenges analysis of trends and seeks relevant evidence before acting on analysis ❖ Leads / champions change initiatives through team ❖ Recommends changes / new initiatives to senior management to prepare for likely future events ❖ Drafts / reviews policies and considers intended outcomes and possible unintended consequences ❖ Engages in regular conversations that forecast and project scenarios at least 12 to 18 months into the future ❖ Divides attention to ensure adequate focus is given to both internal and external influences on team and KRA ❖ Develops succession and business continuity plans 	<ul style="list-style-type: none"> ❖ Articulates vision and mission to internal and external audiences in ways that inspire and convey the criticality of our purpose ❖ Leads and drives change at a KRA / Organisation level ❖ Makes tough decisions in the longer term interests of PIFS/Key Results ❖ Takes ownership of strategic plans and regularly checks progress against these plans ❖ Approves succession and business continuity plans ❖ Actively seeks advice from appropriately qualified 'trusted advisors' (internal and / or external) ahead of key decisions ❖ Regularly takes stock of domestic, regional and global developments and leads discussion with others on the implications of these developments

Advancing Personal and Professional Growth

“Recognises learning and development needs and takes action to address these needs”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Knows what is expected of self in current position ❖ Completes learning and development plans in partnership with supervisor ❖ Participates in on-the-job training and structured training at the suggestion / direction of supervisor, typically focused on immediate work area and on developing / consolidating foundational skills / behaviours ❖ Listens to and follows work instructions ❖ Describes procedures that are required in order to meet own job requirements ❖ Meets operational commitments 	<ul style="list-style-type: none"> ❖ Discusses learning and development needs in the context of completing objectives ❖ Tracks own learning and development progress ❖ Demonstrates self awareness in relation to strengths and weaknesses ❖ Focuses efforts on building competence in area of technical / professional domain ❖ Complements theory with practical on-the-job experience ❖ Demonstrates an understanding of the organisation and how own role and the role of the team contribute to organisational efforts 	<ul style="list-style-type: none"> ❖ Participates in on-the-job training and structured training arising from consultation with supervisor, typically focussed on immediate work areas ❖ Consolidates technical / professional knowledge to strengthen ability to operate under minimal direction ❖ Shares technical / professional knowledge with colleagues ❖ Reads relevant journals / articles etc to keep up to date with changes occurring in domain ❖ Documents new information so that it's accessible to other team members 	<ul style="list-style-type: none"> ❖ Compliments technical training with behavioural-related learning and development programs / courses ❖ Identifies knowledge gaps in self and others and offers suggestions as to how to address gaps ❖ Attends networking and other professional development / technical update events to extend knowledge of relevant current trends ❖ Coaches / mentors others to grow their skills and knowledge base ❖ Engages actively with professional bodies / technical standard groups to ensure currency with emerging trends ❖ Seeks opportunities to participate in management and leadership training 	<ul style="list-style-type: none"> ❖ Determines and manages learning and development budgets for both mandatory and discretionary learning and development ❖ Sponsors and drives organisation wide learning and development initiatives ❖ Participates in advanced leaderships programs ❖ Draws on 'trusted advisers' as a source of development ❖ Asks relevant questions where technical / professional advice seems incomplete or at odds with intuition ❖ Explores and approves strategies to drive policy and practices to grow PIFS intellectual capital

Promoting effective workplace practices

“Accountable to workplace standards, carries out activities correctly and monitors for improved outcomes”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Follows routine procedures reliably and efficiently ❖ Manages self in regard to fulfilling hours of work requirements, including attendance and leave ❖ Advises others if unable to attend work or meet an agreed commitment ❖ Familiarises self and agrees to comply with Code of Conduct ❖ Observes relevant OH&S requirements ❖ Reports / escalates issues to supervisor should they arise ❖ Attends, and as appropriate, participates in organisation, KRA, team and / or one-on-one manager meetings where requested 	<ul style="list-style-type: none"> ❖ Maintains complete and accurate records, including meeting minutes ❖ Drafts meeting agendas ❖ Follows up on others' attendance and absences where there is supervisory responsibility ❖ Accesses, gains familiarity with and follows key workplace policies ❖ Offers considered suggestions about process improvements ❖ Responds to requests /correspondence in a timely and courteous manner ❖ Documents processes ❖ Engages in cross-functional teams / initiatives (eg OH&S, social committee etc) ❖ Provides administrative and logistical support to senior officers ❖ Checks on work before progressing it to others 	<ul style="list-style-type: none"> ❖ Proposes agenda items for internal meetings and speaks to these items at meetings ❖ Prepares for meetings ❖ Provides research and professional support to senior officers ❖ Invites peers to review their work ❖ Reviews the work of peers and offers suggestions thoughtfully and respectfully ❖ Keeps abreast of contemporary workplace practices and finds opportunities to share relevant insights ❖ Reads financial statements and understands how the work they are engaged in is funded ❖ Provides feedback / input to policy reviews ❖ Estimates times and costs of team based decisions 	<ul style="list-style-type: none"> ❖ Determines the purpose and frequency of team meetings, including one-on-ones, and demonstrates consistency in how these meetings are organised and run ❖ Follow up on meeting actions and monitor progress / completion, placing an appropriate emphasis on risk management ❖ Models appropriate behaviours in the 'day to day' including punctuality, courtesy, reliability, commitment to due dates ❖ Reviews the work of team members before it progresses to senior management ❖ Actively engages with corporate functions (eg Finance, HR, IT, Legal) to ensure issues of governance and compliance and being managed effectively at a team level ❖ Delegates thoughtfully 	<ul style="list-style-type: none"> ❖ Determines the purpose and frequency of KRA and organisation-wide meetings ❖ Endorses and / or approves changes to corporate policies ❖ Sets organisational benchmarks ❖ Understands and exercises appropriate accountabilities in relation to corporate governance, including matters pertaining to FOC and Audit and Risk ❖ Interprets corporate reports / statements (including financial, legal and workforce statements) and anticipates decisions and actions that may be required in light of these ❖ Demonstrates resilience and collegiality in dealing with organisational challenges ❖ Takes a deep interest in individual and corporate health and safety

Managing and Coordinating Projects

“Applies project principles and methodology to achieve project outcomes”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Understands the general purpose and intent of project management ❖ Distinguishes between a project manager and a line manager ❖ Contributes effectively as a project team member when and where relevant ❖ Advises supervisor / project manager about issues that might impact on project timelines or quality 	<ul style="list-style-type: none"> ❖ Checks for understanding of project purpose and scope ❖ Identifies other members of a project team along with their responsibilities attached to a given project ❖ Contributes to projects by meeting milestones within scope of control and escalates risks / issues in a timely and objective way ❖ Responds readily and effectively when project plans need to be adjusted ❖ Provides timely feedback in project / process review initiatives ❖ Enters data into project databases and generates project status reports as required 	<ul style="list-style-type: none"> ❖ Coordinates effectively with third parties in progressing multi-country / multi-agency projects ❖ Contributes to project planning activities including the estimation of time, costs, resources, dependencies and sequencing ❖ Manages specific aspects of projects ❖ Demonstrates resilience in instances where projects are not tracking as planned ❖ Reports on project execution by maintaining true records, updating project documentation in a timely and accurate way, and reporting any risks including spurious and questionable findings / activities ❖ Suggests improvements to project related processes / resources based on observation and experience ❖ Participates in project reviews 	<ul style="list-style-type: none"> ❖ Develops / coordinates project plans including scope, deliverables, risks, costs / budgets, including liaising with senior management and third parties in the case of multi-country / multi-agency projects ❖ Identifies and recommends team members for project membership ❖ Uses approved project management tools to develop summary timelines and charts and other project related communications ❖ Briefs senior management, and as appropriate, third parties, via exception reports on an as-needs basis ❖ Actively reviews processes, including workflow and resources ❖ Leads discussions with team members on performance related issues associated with projects 	<ul style="list-style-type: none"> ❖ Approves and sponsors key / strategic projects ❖ Redirects resource allocation in response to or in anticipation of changes in internal or external dynamics / circumstances ❖ Assess exception reports in terms of risk and makes appropriate decisions to address these risks ❖ Reports to audit and risk and FOC on key strategic projects and identifies information that might / will be needed for briefings ❖ Addresses instances of competing demands to resolve project execution issues ❖ Approves involvement in projects in which third parties are also involved ❖ Drives projects evaluation initiatives and ensures learnings are acted upon ❖ Oversees project accounting to ensure proper compliance

Using systems, tools, and technology

“Uses systems, tools and technology effectively”.

Examples of what might be expected of an individual at each successive level

Level A Bands 1 to 3	Level B Bands 4 to 7	Level C Bands 8 to 10	Level D Bands 11 to 13	Level E Band 14 and beyond
<ul style="list-style-type: none"> ❖ Readily identifies and knows the name and primary purpose of frequently used pieces of equipment ❖ Operates job-specific equipment safely and effectively ❖ Uses appropriate safety equipment (eg boots, gloves, eye protection etc) when operating equipment ❖ Cleans and stores equipment as required ❖ Uses and stores recommended fuels and / or chemicals required for equipment operation ❖ Adopts work practices to take best advantage of available equipment 	<p>OFFICE STAFF</p> <ul style="list-style-type: none"> ❖ Replaces consumables ❖ Connects office equipment (eg power, data cables) ❖ Runs diagnostic tests on equipment and isolates issues ❖ Attends to and resolves common ICT issues ❖ Uses common office equipment (eg phones, multi-function machines, PCs) to perform routine tasks ❖ Applies foundation to intermediate features of Outlook (eg sorting filing emails), Word (eg mail merge), Excel (eg arithmetic calculations) ❖ Complies with ICT policies <p>PROPERTY SERVICES STAFF</p> <ul style="list-style-type: none"> ❖ Allocates equipment use to appropriately trained / certified staff ❖ Trains staff in the correct use of equipment ❖ Ensures regular servicing of equipment occurs 	<ul style="list-style-type: none"> ❖ Uses intermediate to advanced features of one or more software applications relevant to own role (eg ‘tracking’ in Word and ‘charting’ in Excel) ❖ Helps / trains others in the use of specific software features ❖ Translates business requirements into technology solutions ❖ Develop ICT policies ❖ Identifies which software is likely to be most suitable in helping to resolve a business issues ❖ Supports and champions the adoption of new systems and technologies ❖ Designs new processes as technologies become available ❖ Seeks opportunities to digitize forms, information etc to drive better information management practices ❖ Uses and advocates the use of technology to reduce costs and time without compromising quality 	<ul style="list-style-type: none"> ❖ Understands the relative costs / benefits of competing technologies and approves technology investments accordingly ❖ Keeps abreast of technology trends and engages in informed discussion about productivity opportunities ❖ Understands how other organisations use technology to bring about improvements ❖ Recognises the potential limits / suitability of different technology options on the basis of organisational context ❖ Approves ICT strategy and policies ❖ Approves the purchase / lease of major equipment 	

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