Victorian Public Service
Capability framework

Change management guidelines

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# Section 1 – Capability Framework Overview

## Introduction

The Victorian Public Service Capability Framework (The Capability Framework) defines the capabilities (knowledge, skills and behaviours) required by VPS staff to achieve our objectives now and into the future.

The Capability Framework aims to support capability development across the VPS, address capability gaps and ensure VPS employees have the capabilities required to deliver services in the context of demographic, societal, environmental, technological changes.

The Capability Framework has been co-designed by a working group representing the eight VPS departments and Victoria Police, the Victorian Public Sector Commission, the Jobs and Skills Exchange (JSE), One VPS and the HCM initiative.

Validation and socialisation of the Capability Framework has been undertaken with key stakeholders across the VPS including the Women of Colour Network, The Disability Network, The Aboriginal Employment Unit, The DPC Equality Branch and the CPSU.

## Background and Context

The development of a Capability Framework was endorsed by the Integrity and Corporate Reform Subcommittee (ICRS) in 2019, in line with recommendations from the Review into Labour Hire and Professional Services Use in the VPS to improve investment in a professional public service.

In addition, a capability framework was identified as a requirement for several inter-connected Whole of Government projects, such as the Jobs and Skills Exchange, the Human Capital Management System and broader workforce reform projects.

## Using the Capability Framework

The Capability Framework can be used in different ways, for example, recruitment teams may use it to assist in developing position descriptions and interview questions whereas a manager might use it to support the onboarding of an employee or to assess where their team requires development. The Capability Framework can also be used as a career development tool to help employees’ transition across the VPS.

The Capability Framework is applicable to VPS employee levels 1-7, acknowledging that engagement with each capability will depend on the employee’s role and career ambitions.

The VPS Capability Framework focuses on common capabilities and is designed to complement, not replace existing technical Capability Frameworks that exist across the VPS.

## Capability Framework structure

The Capability Framework is centred around delivering services for Victoria, and is underpinned by the VPS values of Integrity, Human Rights, Leadership, Respect, Impartiality, Responsiveness and Accountability. The values are reflected in the language used in the proficiency descriptors and the behaviours expected when demonstrating the VPS capabilities.

The Capability Framework comprises 5 Capability Domains, and 30 common capabilities. Each capability has four levels of proficiency (Foundational, Applied, Accomplished, Leading).

|  |  |
| --- | --- |
| **Personal attributes** | Which support effective application of five capability domains* resilience
* flexibility & adaptability
* self-awareness
* outcomes thinking
* working collaboratively
* promote inclusion
 |
| **Meaningful outcomes** | Capabilities enabling identification & definition of meaningful outcomes* strategic planning
* partnering and co creation
* innovation and continuous improvement
* systems thinking
* policy design and development
* future focus
 |
| **Enabling delivery** | Capabilities enabling development and delivery of effective solutions* critical thinking and problem solving
* project delivery
* data literacy
* digital & technology literacy
* business and commercial acumen
* political and organisational context
 |
| **People leadership** | Capabilities enabling building strong external relationships* influence and persuasion
* interpersonal skills
* managing difficult conversations
* communicate with impact
* stakeholder engagement
* customer focus
 |
| **Authentic relationships** | Capabilities enabling effective leadership of the public sector workforce* managing people
* develop capability
* tram management
* lead and navigate change
* resource mobilisation
* knowledge management and business continuity
 |

# Section 2 – Implementing the Framework

This section outlines a proposed approach to implementing the Capability Framework within your organisation.

## Create the vision and a case for change

To support the effective implementation of the Capability Framework, it is important to create a clear and compelling vision of a future state, where the Capability Framework has been implemented and the benefits of this are being realised.

These benefits could include:

* Improved organisational performance through better alignment of capabilities with organisational strategy
* Development of a future focused workforce
* Clear alignment of professional development opportunities for employees with the capabilities that the VPS requires now and in the future
* A common language around capability across the VPS resulting in streamlined recruitment, learning and development and succession planning.
* Integrated data across VPS wide systems
* Clear employee expectations around the capabilities required to perform in a role.

The Capability Framework Socialisation slide deck will assist you with this process

## Gain support from Leadership

Support from key Senior leaders or a Project Champion will maximise the chance of successful implementation of the Capability Framework. To ensure support at leadership level:

* Present the Capability Framework presentation at Executive Management Group meetings or to individual leaders
* Outline your vision for implementing the Capability Framework with an implementation plan
* Anticipate any questions you might receive around the Capability Framework and prepare answers in advance (FAQ document)
* Propose timeframes and your approach to implementation

## Change Impact Analysis

Prior to commencing implementation, undertake a change impact analysis to determine which areas of the business will be impacted by the Capability Framework implementation and how.

Using the Capability Framework personas as a starting point, identify those groups of people or stakeholders who might be impacted by the implementation of a Capability Framework. Consider in detail, how each stakeholder will be impacted, and the action you will take to plan for implementation:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder name** | **Awareness of VPS CF** | **Support for VPS CF** | **Possible impacts (e.g. Legislation, structure, processes, systems, capability)** | **Action** |
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## Risk Analysis

Identify any risks you might encounter that could impact the successful implementation of the Framework. Consider each of the stakeholders above and factors that could create a risk e.g. resources, culture, competing priorities, other organisational change initiatives. Rank the likelihood and the impact of each of the risks and determine the overall level of risk using the risk matrix. Brainstorm risk mitigation strategies for those risks with an overall risk of Medium and High, nominating an individual responsible for each action.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk** | **Likelihood**  | **Consequences** | **Overall Risk level** | **Risk management strategy** | **Responsible** |
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## Risk Matrix

**Impact**

**Likelihood**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Insignificant** | **Minor** | **Moderate** | **Major**  |
| **Almost Certain** | Medium | High | High | High |
| **Likely** | Medium | Medium | High | High |
| **Possible**  | Low | Medium | Medium | High |
| **Unlikely** | Low | Low | Medium | Medium |
| **Rare** | Low | Low | Low | Medium |

## Implementation plan

Develop a detailed implementation plan outlining how you are going to implement the Capability Framework. Suggested areas for inclusion are:

* A description of what the Capability Framework is and intended use
* Vision
* The case for change and any objectives
* Key stakeholders
* Resources required
* Consultation and communication strategies. Consider using several methods of communication that are tailored for different audiences
* Roles and responsibilities
* Governance structures
* Reporting arrangements
* Timelines and accountabilities

We have developed a description of suggested activities to assist with this:

## Example Implementation plan – description of activities

|  |
| --- |
| A. DesignActivities in this phase indicate steps taken to date in the development of the Capability Framework |
| A1. Research | Initial research was conducted to evaluate existing frameworks across various jurisdictions, departments in VPS and external organisations such as IPAA |
| A2. Co-Design | A working group comprised of appointed members across the VPS was convened to design the Capability Framework facilitated through multiple working sessions facilitated by the VPSC.  |
| A3. Validation | The third iteration of the Capability Framework was shared with a diverse set of stakeholders through the working group via multiple channels (e.g. survey, workshops, discussion meetings) to seek feedback required to refine the Capability Framework |
| A4. Refinements | Feedback was consolidated to further refine the Capability Framework |
| **B. Implementation****Activities in this phase outline suggested actions to communicate and integrate the Capability Framework into organisational processes. Activities and timelines indicated here serve as guidance to departments for onward implementation. Departments will be provided with the flexibility to adjust activities and timelines where relevant.** |
| B1. Communication | Briefing sessions with senior leaders of departments can be organised to present the new Capability Framework and future implementation plans. Departments may consider circulating initial department wide communications to first raise awareness of the new capability framework, its implications and future implementation plans at a high level |
| B2 – B5. Integration Phases | Departments may consider integrating the Capability Framework across multiple phases. As an example: departments may begin with integration of the Capability Framework into Performance Development Planning discussions to guide learning and development conversations. This can potentially be followed up with integration into recruitment processes e.g. integration into position descriptions and interview questions.  |
| **C. Monitoring and Evaluation****Activities in this phase outline activities to provide ongoing support to departments in the implementation and evaluation of the Capability Framework** |
| C1. Ongoing support and engagement | The VPSC will provide support to departments in the development of department-specific implementation plans and during the execution phases |
| C2. Review and refine | Periodic review will be carried out in collaboration with departments to identify refinements required to the Capability Framework |

## Monitoring and Evaluation

To ensure the success of Capability Framework implementation it is important to undertake regular monitoring of your project against milestones and objectives and adjust as required. Undertake regular reporting on the progress of your project implementation via the agreed governance structure and to other stakeholders.

Assess the success of implementation in line with your implementation plan objectives both at the end of the project and six months after implementation to determine how the Capability Framework has been embedded in day to day operations and the effectiveness of this.

## Further Resources

* [ProSci – ADKAR model of change](https://www.prosci.com/adkar/adkar-model)
* [Kotter – 8 Step Process for leading change](https://www.kotterinc.com/8-steps-process-for-leading-change/)