

Kyogle Council

Employee Benefits Policy



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1 Title

This Policy may be cited as Kyogle Council's **Employee Benefits Policy**.

2 Validity

This Policy was adopted by the General Manager on March 30, 2019 after changes were reviewed through consultation with the employee Consultative Committee. This Policy is a supplement to the provisions of the Local Government State Award.

2.1 Relevant Documents

Other Relevant Council Polices and Management Documents

1. Code of Conduct
2. Workforce Management Plan
3. Equal Employment Opportunity Management Plan
4. Child Protection Policy
5. Corporate WHS Management System
6. Alcohol and Other Drugs Procedures
7. Bullying and Harassment Policy
8. Vehicle Policy
9. Employment Procedure
10. Consultative Committee Policy
11. Higher Grade Duties Procedure
12. Non Smoking Policy
13. Disciplinary Policy and Procedures

3 Aim

This policy aims to provide a document for employees that is concise, easy to read, and provided details on provisions that relate to employment with Kyogle Council. The policy provides a range of benefits to employees that will result in Kyogle Council being an "employer of choice" amongst the local government sector.

4 Scope

This policy covers all Council employees employed under the Local Government State Award. Parts of this policy relate to staff employed under contracts.

5 Objective

This policy has been developed to;

- Provide progression through the salary system based on the acquisition and use of skills
- provided that where skills based salary progression is not reasonably available employees shall have access to performance based salary progression
- provide a regular formal process of skills and/or performance assessment
- Be fair, equitable and consistent, and provide equal employment opportunity for all staff

- Be simple in design, easy to understand and effectively communicated to all staff
- Be market competitive and provide individual recognition and reward based on competence, individual performance and/or team output
- Provide flexibility so as to maximise workforce productivity through multi-skilling
- Take into account the communities capacity and need to pay
- Reinforce improving standards of service to the community in line with Councils corporate plan
- Be supported by training activities while providing career path opportunities for all staff
- Be aimed at developing a productive, creative, satisfying and safe work environment for all employees
- Kyogle Council recognises the need for ongoing training to ensure that its staff possess the knowledge, skills and attitudes necessary for the efficient performance of individual jobs and the effective functioning of the Council.
- to maximise the use of Council's human resources (personnel) by developing and supporting a committed, motivated and competent workforce.
- to provide employees with career opportunities through appropriate education and training to acquire additional skills.
- to remove barriers to the utilisation of skills acquired in accordance with Council's training plan.
- to assist new employees with costs associated with attending interviews and relocation expenses for newly appointed employees.
- to ensure Council delegates receive appropriate expenses whilst carrying out Council business.
- To adequately compensate employees affected by workplace change and redundancy
- To promote Councils Corporate image to the public at large
- To improve staff morale

6 Definitions

Award – the Local Government State Award 2017 and any subsequent revisions thereof.

Voluntary Redundancy – relates to employees or a classification of employees being invited by Council to make application for redundancy.

Forced Redundancy – Council initiated redundancy relating to Council identifying and making positions redundant due to organisational requirements based upon the future needs and skills of the Council.

Course Stage - a course stage is defined as being either a semester, trimester, or unit of study.

Course Fees - includes HECS, course fees, text books, lecture notes, etc.

Course requirements - includes attendance at lectures, tutorials, compulsory residential colleges, etc.

7 Salary System Structure

7.1 Grades

The salary system has 10 salary grades plus a single Executive level. Placement of positions within the structure is based on the assessed salary points for the position, as determined by the Local Government Job Evaluation System. Positions may be created to allow progression across more than one Grade where there is a need to bring in employees at a lower skill level than is ultimately desired for the position and improve the employee's skills through training and experience over time to achieve the desired skill level.

7.2 Salary Steps

Each salary grade has 4 salary steps above entry level with 3.75% movement between each salary step. Progression through these steps is based upon the acquisition and use of pre-determined skills for each salary step. Positions under Band 1 Level 1 (Training Band) have salary steps determined in accordance with the Award. The overview of the Salary System structure and how it integrates with the Award classifications, rates of pay, skills step progression and the position evaluation system is shown in Attachment A – Council Salary System Structure.

7.3 Evaluation of Positions

Each position in council is to be evaluated (excluding Band 1, Level 1 positions) utilising the Local Government Job Evaluation System to determine the appropriate grading classification within the salary structure. Positions shall be re-evaluated in the following circumstances:

- If the position is newly created.
- If a significant change has occurred in the duties and responsibilities of the position, which is confirmed by the responsible Manager/Supervisor.
- If an evaluation has been conducted and has resulted in an apparent anomaly.

7.4 New Appointments

Generally new appointments will be made at the entry level for the Grade at which a job has been assessed. However, it may be necessary from time to time to pay above the entry level due to market conditions. The General Manager may approve appointments at a higher salary step.

New employees will be appointed with a probationary period. Generally employees on Grades 1 through to 3 will have a three month probationary period. Employees in Grades 4 through to 7 will have a six monthly probationary period. Employees in Grades 8 through 10 will have a twelve month probation period with assessments after one month, six months, and twelve months. If an individual does not prove competent after the probation period Council will consider either;

- Extension of the probationary period
- Termination
- Transfer to another job

7.5 Transitional Arrangements

If an employee is currently paid at a rate higher than the maximum salary step for the grade of the position, or at a salary step where they have not yet acquired the designated skills, their current rate of pay will be retained until either the job has undergone redesign or the necessary skills have been obtained to allow progression to the next salary step.

If an individual is currently paid at a rate lower than the relevant grade and/or salary step for their position Council will immediately pay the employee at the current rate.

7.6 Payment of Higher Rates

Where appropriate, the General Manager may approve appointments at a higher grade and/or apply a recruitment or retention allowance to meet market conditions, in this situation, a present occupant only classification will be applied against the grading classification.

7.7 Payment of Allowances

Allowances will be paid to relevant staff members in accordance with the provisions of the Award.

7.8 Progression within the Salary System

7.8.1 Skills Steps

Employees may progress between Entry Level and Step 4 within the salary grade for their position on the basis of the acquisition and application (use) of the required skills.

The skills salary progression requirements and assessment criteria are defined in the skill competencies developed and annual review record for each position. Progression will be subject to the outcomes of the following assessments:

1. An assessment of the acquisition and application (use) of **job specific skills** required for appointment and progression; **and/or**
2. Achievement of the **agreed performance standards** (ie where skills based salary progression is not reasonably applicable).

This means demonstrating the acquisition and application of the skills/performance to the standard required by council, expressed through the use of the skills/performance on-the-job. Employees must demonstrate that they have acquired and applied all of the applicable skills required for all steps up to their current step, as well as those skills identified for progression to the next salary step.

7.8.2 Discretionary Performance Bonus

This policy makes provision for payment of a discretionary performance bonus to be paid as a lump sum through the payroll system. This bonus has been made available to recognise where an employee displays exceptional performance and continues to perform at a high level. To be eligible for payment of the discretionary performance bonus the employee must meet all the following criteria;

1. Have acquired and applied all the skills required for each and every salary step within the relevant grade.
2. Have been paid at the highest salary step for the relevant grade for a minimum of twelve months.
3. Scored a ranking of "Standard Exceeded" for all Key Outcomes and Performance Standards or Focus Capability Behavioural Indicators listed in their position description.
4. Achieved all agreed performance objectives/measures for the period.
5. Have been employed at Kyogle Council for at least five years.
6. Annual Reviews and Probationary Reviews for all staff under their direct or indirect supervision have been completed within the required timeframe.
7. The employee was not subject to any form of disciplinary action during the review

period.

8. Performance review has been cross checked and verified by relevant Director or Manager Corporate Services and approved by the General Manager.

The standard level of performance bonus is capped at 50% of the employees' weekly base salary or wage. The payment of all discretionary performance bonuses will occur in December of each year and is subject to review by the General Manager at that time. The General Manager may reduce the amount of any and all of the approved discretionary performance bonuses to ensure that the overall payment of bonuses is within the allocated budget.

The discretionary performance bonus is to be reviewed again following the implementation of the Council wide Training Plan and performance management system utilising the Local Government Capability Framework developed by Local Government NSW.

7.8.3 Payment of Higher Grade when relieving in another position.

An employee required to relieve in a position, which is a higher grade, shall be paid for the time spent relieving in the position in accordance with the Higher Grade Duties Procedure.

8 The Local Government Capability Framework

The Local Government Capability Framework describes the core knowledge, skills, abilities and other attributes expected of elected members and local government employees in NSW.

The framework is a foundation for the full range of workforce management and development activities: role design and description, recruitment and selection, performance management, learning and development and strategic workforce planning. It also provides a clear basis for councillors' professional development in line with legal requirements.

The framework was established to support NSW councils to:

- align the workforce and elected members in delivering community outcomes
- improve performance and capacity
- attract and retain highly capable people
- provide a shared basis for workforce planning
- provide broader career options and develop the next generation of local government leaders in NSW
- provide a common basis for professional development to build capability in local government.

8.1 Capability Framework structure

The Capability Framework identifies four core groups that apply to all employees, and an additional Workforce Leadership group which applies to those who supervise other employees. These are;

- Personal Attributes
- Relationships
- Results
- Resources
- Workforce Leadership

Within each of these groups there are four capabilities, making 16 core capabilities and four Workforce Leadership capabilities. There are also capabilities identified for the Civic Leadership role that applies to the elected Councillors. The framework then identifies five levels within each capability. These are;

- Foundation
- Intermediate
- Adept
- Advanced
- Highly Advanced

The framework is applied by selecting the level that is most suited to the position for each of the 16 core capabilities, and for the four Workforce Leadership capabilities for supervisory roles. For each position those capabilities that are most important to the role are identified then as “Focus Capabilities” and given additional focus in the way they are documented in the position description.

An overview of the Capability Framework is included in Attachment B – Local Government Capability Framework Overview.

8.2 Implementation of the Capability Framework

The capability framework forms the basis for the performance management system at Council. The system is to be implemented using the following principles and key steps.

8.2.1 Update Position Descriptions

The capability framework will replace the previous standard Key Outcomes and Performance Standards with a set of capabilities and levels that better suit each role, as well as the identification of the “Focus Capabilities” for each role. It is important to note that the implementation of this system in the Position Descriptions does not change the schedule of duties, essential and desirable criteria, or the skill steps that apply to each role. A matrix for the application of the Capability Framework has been developed to provide guidance on the typical application of the capability framework against the various grades in Councils salary system. This matrix is included in Attachment B – Local Government Capability Framework Overview.

8.2.2 Assign Performance Measures

In addition to the capability framework levels, the more senior roles within the organisation will also have performance measures assigned to their role. This will generally apply only to those positions at Grade 9 and above. The primary performance measures will be taken from those listed in the Operational Plan and Delivery Program each year. Performance against these measures is required to be reported to Council every six months.

8.2.3 Annual Performance Goals

In addition to the elements of the performance system mentioned above, the annual review process will also allow for performance measures and targets to be agreed between each employee and their supervisor or manager. These are intended to provide goals for the next twelve month period following an annual review. These may be based on the elements of the primary performance measures that apply to the relevant supervisor or manager, as well as specific annual priorities.

9 Annual Review Process

9.1 Purpose

The purpose of an Annual Review is to:

- provide ongoing encouragement and feedback to employees about their skills and/or performance;
- provide for regular monitoring of the acquisition and use of skills and employee work performance;

- review the position description;
- identify training needs for inclusion in the training plan and budget;
- provide for the progression of staff through the salary system based on assessed skill levels; and
- establish performance goals and objectives for the next twelve months (where applicable).

9.2 Assessment Grading

To assist with the development of skills and provide feedback to the employee, the skills assessment should be undertaken for all salary steps and performance requirements, not just the next highest salary step. All criteria will be assessed and graded as either:

- Standard not met (*not yet competent*), or
- Standard met (*competent*), or
- Standard exceeded (*performing above competency*)

9.3 Outcomes

The person undertaking the assessment will make a recommendation to the relevant Director or Manager Corporate Services in relation to the outcome of the assessment. This may be in the form of;

- Recommendations about training and development needs, and action planning;
- Recommendations on design/redesign of work and jobs, and revised position description and skills annual review record;
- Recommendations about salary progression.

The assessor is to inform the employee being assessed of their recommendation and the assessed grading for each skill and/or performance criteria during the assessment process. The recommendations are to be reviewed by the relevant Director or Manager Corporate Services and authorised by the General Manager.

Where the recommendations of the assessor are not adopted, the employee must be advised in writing by the General Manager with an explanation as to why the assessor's recommendation was not adopted. The process is designed to be as fair and equitable as possible, with the focus being on job related assessment criteria, and not personalities.

9.4 Assessment Frequency

An annual review is to be undertaken for all permanent employees who are yet to reach their final skill step for the Grade of their position. Employees who have reached the final skill step for their position are not required to have an annual review, however if the employee requests an annual review then one is to be undertaken.

Casual staff, trainees, apprentices and Senior Staff are assessed separately under the terms of their employment. Where an employee has been employed on a casual basis but has been employed for a period exceeding twelve months that employee should also be assessed annually. Where a Casual employee feels that they have achieved skills necessary for progression to a higher salary step they can also request a review following twelve months of employment.

The formal review will be carried out within four weeks either side of the date of the anniversary of the employee's commencement in their current position. However, managers/supervisors should monitor the acquisition and use of skills, and performance and provide feedback to employees on an ongoing basis.

9.5 Assessment Notification and Documentation

The Human Resources Manager is responsible for ensuring that both staff and supervisors are notified in writing of the date when each annual review is due. This will be done approximately four weeks out from the employee's anniversary date. The written notice is to nominate a set date and time for the review to be undertaken. The employee and the supervisor can change this date by mutual agreement, however the date must fall within the four weeks either side of the anniversary date. Any change in the nominated date is to be advised to Human Resources.

Human Resources staff will prepare the documentation for the review and provide the original hard copy to the supervisor. The supervisor is responsible for ensuring that the documentation is completed as required and returned to Human Resources. The Human Resources staff will then ensure sign off by the relevant Director or Manager Corporate Services and final sign off by the General Manager. The Human Resources staff will advise the employee of the outcome of the review, except where the recommendations of the assessor are not adopted, in which case the General Manger will advise the employee in writing of the outcomes.

9.6 Assessment Panel

The annual review is to be carried out by the employee's direct supervisor and/or the relevant manager or Director. Councils Human Resources staff may also attend and take part in the review process where requested by either party. The employee may also request the attendance of their ganger or another employee who can provide feedback to the assessor and the employee on skills and/or performance.

9.7 Management of Performance

Managers/supervisors will monitor performance and provide feedback to staff on an ongoing basis. An early assessment and response to substandard performance will assist staff in maintaining effective levels of performance. When performance is considered not to be up to the required standard, counselling and disciplinary procedures as provided for in Councils Disciplinary Policy and Procedures and the Award will be initiated prior to action being taken.

9.8 Additional Reviews

Where an employee can show that skills and/or performance requirements for progression to a higher salary step have been met prior to the due date for their annual review, the employee can request an additional review be undertaken. The conducting of the review will be at the discretion of the relevant manager or supervisor.

9.9 Assessment Appeals Process

It is anticipated that any disagreement over assessments will be resolved between the assessor and the employee. In the event that the assessor and employee are unable to reach agreement on assessments the matter shall be referred to the relevant Director or Manager Corporate Services for review.

In the event that an employee is still not satisfied with the result of their assessment, the employee can elect to have his or her case heard directly by the General Manager. At any stage in the appeals process the employee may have access to the grievance and dispute resolution procedures contained within this policy and/or the Award.

9.10 Confidentiality of the Process

All elements of the assessment process remain confidential, including any discussion in reaching agreement on assessments. Completed assessments will be placed on the personnel files of employees.

10 Interview and Relocation Expenses

10.1 Interview Travel and Accommodation Expenses

Where a successful applicant has travelled from outside the Kyogle Local Government Area to attend an interview at Council's request, reasonable travel and accommodation expenses may be reimbursed to a maximum of \$1,500.

The expense must be claimed in writing after the letter of acceptance has been issued and include any receipts and supporting documentation. Travel arrangements for interviews are the responsibility of the applicant.

Where an applicant has been offered a position with Council and declines that offer, the provisions of this policy will not be available to that applicant.

10.2 Relocation Expenses

Compensation for new employees who relocate from outside the Kyogle Local Government Area to within the Kyogle Local Government Area to take up employment with the Council will be provided at the General Managers discretion.

Where approved, reimbursement for relocation expenses will be made upon substantiation of reasonable costs on the basis: 50% after six months satisfactory service; the remaining 50% after twelve months satisfactory service, up to a maximum of \$3,000.

Where a new employee has eligible relocation expenses in excess of this amount, Council will consider entering into a salary sacrifice agreement whereby the additional relocation expenses over the nominated reimbursement amount are able to be reimbursed in lieu of part of the salary of the employee. Applications will be assessed on a case by case basis, and approval should be sought as early as possible after an offer of employment being made.

Applications for reimbursement of expenses incurred in the relocation must be made in writing and supported by receipts for payment made and approved by the General Manager.

All arrangements for relocation (and storage where required) of furniture/personal effects and for appropriate insurance cover are the responsibility of the newly appointed employee concerned. Any loss/damage associated with the relocation is a matter between the employee and the relevant insurance company selected by the employee.

Where an applicant has been offered a position with Council and declines that offer, the provisions of this policy will not be available to that applicant.

10.3 Other Considerations

Flexibility in relation to relocation expenses and accommodation assistance can be separately negotiated as part of the offer of employment, subject to approval by the General Manager. This flexibility is provided to assist with attracting and retaining staff in key positions, and any agreed assistance will be included in the letter of offer for a position.

11 Additional Leave Provisions

Leave provisions are provided in accordance with the Award. In addition to these the following provisions are made.

11.1 Certification of Sick Leave

In recognition of the shortage and availability of Medical Practitioners in the Kyogle Local Government Area the following provisions apply in relation to establishing proof of illness;

- Any employee who takes sick leave for a period of absence of any length, and

produces a doctors certificate for this period, will not have this period counted as one of the three separate periods of absence in that service year.

11.2 Health and Wellbeing Leave

The following additional provisions are made in relation to Health and Wellbeing Leave;

- Health and Wellbeing Leave may be taken as half or full days
- There is no requirement to provide proof of participation other than to identify on the leave form which of the following groups the reason for taking the leave falls into;
 - Funeral
 - Family Reasons
 - Sport
 - Health
 - Hobbies
 - Charity/Community
 - Other
- Where less than 2 days' notice is provided for the leave request, the employee must show cause to justify why the leave should be approved with short notice

11.3 Victims of Family and Domestic Violence

The following additional provisions are made in relation to Special Leave under Clause 21L(i)(a).

11.3.1 General Principals

Council recognises that employees sometimes face situations of violence or abuse in their personal life that may affect their attendance or performance at work. Council is committed to providing support to staff that experience family and domestic violence.

Understanding the traumatic nature of family and domestic violence Council will support their employee if they have difficulties performing tasks at work. No adverse action will be taken against an employee if their attendance or performance at work suffers as a result of experiencing family and domestic violence. An employee will not be discriminated against or have adverse action taken against them because of their disclosure of, experience of, or perceived experience of, family violence.

11.3.2 Definition of Family and Domestic Violence

For the purpose of this clause, family and domestic violence is defined as any violent, threatening or other abusive behaviour by a person against a member of the person's family or household (current or former). To avoid doubt, this definition includes behaviour that;

- Is physically or sexually abusive
- Is emotionally or psychologically abusive; or
- Is economically abusive; or
- Is threatening; or
- Is coercive; or
- In any other way controls or dominates the family or household member and causes that person to feel fear for their safety or wellbeing or that of another person; or

- Causes a child to hear or witness, or otherwise be exposed to the effects of, such behaviour.

11.3.3 Leave Provisions

An employee experiencing family and domestic violence is entitled to paid family and domestic violence leave for the purpose of:

- attending legal proceedings, counselling, appointments with a medical or legal practitioner;
- relocation or making other safety arrangements; or
- other activities associated with the experience of family and domestic violence.

In addition, an employee who provides support to a person experiencing family and domestic violence is entitled to access family and domestic leave for the purpose of:

- accompanying that person to legal proceedings, counselling, appointments with a medical or legal practitioner;
- assisting with relocation or other safety arrangements; or
- other activities associated with the family and domestic violence including caring for children.

This leave will be taken from existing leave entitlements wherever possible. The employee shall be entitled to utilise accrued sick leave for the purpose of family and domestic violence leave. In the circumstances where the employee does not have sufficient leave entitlements to cover the period of absence, the General Manager must approve any additional leave. Any such applications will be looked upon favourably where there is evidence of family and domestic violence affecting the employee.

This leave may be taken as consecutive or single days or as a fraction of a day, and may be taken without prior approval (much like sick leave).

No casual employee who is unavailable for work because of the reasons outlined above will be disadvantaged when it comes to subsequent allocation of casual rosters.

11.3.4 Notice and Evidentiary Requirements

The employee shall give his or her employer notice as soon as reasonably practicable of their request to take leave under this clause.

If required by the employer, the employee must provide evidence that would satisfy a reasonable person that the leave is for the purpose as set out in this policy. Such evidence may include a document issued by the police service, a court, a health professional, a family violence support service, a lawyer, a financial institution, an accountant or a statutory declaration.

The employer must ensure that any personal information provided by the employee to the employer concerning an employee's experience of family and domestic violence is kept confidential.

11.3.5 Contact person

The Manager Corporate Services and the Manager Human Resources are the nominated contact persons who are authorised to provide support for employees experiencing family and domestic violence. This may include engaging the services of an external provider to provide counselling and/or support for the employee on Councils' behalf.

An employee experiencing family and domestic violence may raise the issue with the nominated contact persons, their immediate supervisor, Health and Safety or Consultative Committee Representatives or their union delegate.

Where requested by an employee, the contact person will liaise with the employee's supervisor on the employee's behalf, and will make a recommendation on the most appropriate form of support.

11.3.6 Individual Support

In order to provide support to an employee experiencing family and domestic violence and to provide a safe work environment to all employees, Council will consider any reasonable request from an employee experiencing family and domestic violence for:

- i. changes to their span of hours or pattern or hours and/or shift patterns;
- ii. job redesign or changes to duties;
- iii. relocation to suitable employment within Council;
- iv. a change to their telephone number or email address to avoid harassing contact;
- v. any other appropriate measure including those available under existing provisions for family friendly and flexible work arrangements.

An employee that discloses to the nominated contact person or their supervisor that they are experiencing family and domestic violence will be offered:

- a) access to professionals trained specifically in family and domestic violence through the Employee Assistance Program (EAP); and
- b) a resource pack containing information in relation to external support agencies, referral services and other local employee support resources.

11.4 Army Reserves Leave;

In relation to the provisions for leave associated with involvement with the Army Reserves the following applies;

- a) The relevant provision of the Local Government (State) Award 2017 ("**Award**") (clause 21L) needs to be read in conjunction with the Defence Reserve Service (Protection) Act 2001 (Cth) ("**the Protection Act**").
- b) Clause 21L of the Award states that Council may grant special leave (paid or unpaid) to employees to cover a number of circumstances, including leave to attend to duties as a member of the Australian Defence Forces (ADF).
- c) Under the Protection Act, Council is not obliged to pay the employee for any absence on military service - the employee receives a tax-free payment from the Government for such service.
- d) However, Council may at its discretion choose to pay the employee an above Award entitlement, in addition to the payment from the Government.
- e) The Protection Act also states that an employer must not in any way hinder an employee from carrying out defence service, or becoming a member of the ADFR.
- f) This means that Council is obliged to approve an employee's request to take unpaid special leave to undertake any training or duties required as a Defence Reservist.
- g) The Protection Act has an overriding effect on Awards or other agreements. Therefore, the requirements imposed on Councils under the Protection Act will override any inconsistent provisions of the Award.

h) No application for leave associated with Defence Reserve Service will be refused by Council.

11.4.1 Remuneration Adjustment for Army Reserves Leave

Council encourages its employees to take part in Army Reserves activities and will ensure that no employee is disadvantaged by taking part in the Defence Reserves by compensating for any potential loss of income.

Council will pay any difference between the employees normal pre-tax remuneration and the pre-tax remuneration for Defence Reserve Service for;

- up to six weeks in the initial training period and,
- up to two weeks per year after completion of initial training and
- with no accrual of unused leave entitlements

11.5 Time in Lieu

The Award requires there to be a “prior agreement” between the employer and the employee for an employee to be able to elect to be granted time in lieu for overtime worked. In consultation with Council’s Consultative Committee the following policy position was agreed in November 2022;

- *Time In lieu of overtime may be nominated by an employee for approved overtime up to a maximum accrual of one week (35hrs indoors and 38hrs outdoor). Any overtime worked over this will be paid out at the appropriate rates in the Award, even if the employee has nominated time in lieu on their time sheet.*
- *The only exception is for the time in lieu that is granted where an employee is required to be on call for a public holiday. This time in lieu will be allowed to accrue beyond the one-week limit.*
- *Employees who have accrued TIL in excess of a week, are required to take their excess TIL before any other type of discretionary leave.*

12 Recognition of Service

12.1 Retirement Gifts

Retirement gifts may be made to employees with 10 years or more continuous service, either to the employee or the surviving spouse or family in the event of an employee’s death whilst in Council’s employ.

The gift will be based on the employee’s effort, contribution and commitment to the organisation and community. It is preferably to be in the form of an article by a local artist, a gold watch, a lasting piece of furniture etc, all suitably engraved and presented on behalf of Council. Decision on presentation and locality are to be made by the General Manager.

The following schedule is provided for the provision of retirement gifts to long serving employees;

0 -5 years service	Nil
5-10 years service	\$100
10-20 years service	\$250
20-30 years service	\$350
30 or more years service	\$500

12.2 Service Anniversaries

Gifts will be presented to employees to acknowledge milestones in years of service made to Kyogle Council and recognise the valuable contribution that has been made.

Gifts will be presented at the following anniversaries and to the following value:

10 years of service	\$100
15 years of service	\$150
20 years of service	\$200
25 years of service	\$200
30 years of service	\$200
35 years of service	\$250
40 years of service	\$300
45 years of service	\$350

The gifts will be in the form of vouchers for use in the Kyogle Local Government Area unless otherwise approved by the General Manager and agreed to by the employee. Presentation of gifts for service anniversaries will be made at the end of year function or as otherwise determined by the General Manager.

13 Payment of Expenses for Staff

Council recognizes that staff may incur expenses in the normal discharge of their duties and be required to travel away from their normal place of work to carry out the responsibilities of their position, or for the purposes of training and personal development. On such occasions it is recognized that expenses will be incurred.

13.1 Payment of Claims

Payment of claims will be made within 24 hours of receipt of claims for minor amounts, or within 5 working days for amounts over \$100.

13.2 Travel Expenses

Council adopts the following schedule relating to the provision of expenses when employees are required to travel in order to carry out Council business.

13.2.1 Delegates Accommodation

Where live-in or similar accommodation is **not** provided in conference, training or seminar costs the delegate shall, where possible, make accommodation arrangements prior to the required date by way of Council order number. In such cases, accommodation costs will be billed to Council. Where accommodation is booked prior to attendance, the **prior** approval of the General Manager is required.

When making accommodation arrangements, all delegates shall seek the most cost-effective accommodation which reflects reasonable comfort and location. As a guide, delegates should refer to domestic travel allowances as provided by the Australian Taxation Office which advertises an accommodation range based on an individual's position. The guide also differentiates between city and country destinations.

13.2.2 Delegates Travel

Those employees who request to attend training, seminars etc and need to travel out of normal working hours (whether before or after work or weekends) are not eligible to claim for this time.

Those delegates who are requested by Council to attend training, seminars etc and need to travel out of normal working hours (whether before or after work or weekends) may make application to their relevant Director or General Manager for time in lieu to be granted for actual time spent travelling out of hours.

13.2.3 Food and incidental costs as provided by the Australian Taxation Office

Where food and incidentals are **not** provided in conference, training or seminar costs, reimbursement is to be determined having regard to reasonable domestic travel allowance amounts as provided by the Australian Taxation Office.

Where meals **are** included in conference costs, delegates will not be eligible to claim reimbursement for the provision of such meals as these costs would have already been paid for.

13.2.4 Spouse or Partners

Council will not meet any expenses associated with the spouse, partner, friend or relative of any staff member attending a function or in the company of the staff member, unless specifically authorized by the General Manager. The General Manager will only approve expenses relating to spouse and/or partners where such attendance has been specifically permitted by resolution of Council and the employee is representing Council.

13.2.5 Cash Advances

Where cash advances to cover taxi or bus fares etc are provided to delegates who are required to attend conferences, training or seminars, documentation will be required as proof of incurring such expenses when reconciling cash advances. Where no documentation can be produced by the delegate to validate the expending of cash advances, the delegate shall refund Council an amount equal to the total unsubstantiated cash advance.

13.2.6 Special Circumstances

In special circumstances when costs exceed the allowances advertised in this Policy e.g. taxi fares, the General Manager is authorized to approve the reimbursement of such excess upon the production of receipts.

13.2.7 Cost Effectiveness

Nothing in this Policy shall restrict the General Manager or relevant Director from investigating and determining the most cost effective means of delegates attendance at training, seminars etc.

13.3 Legal Expenses

As a general rule, Council will not provide assistance for legal expenses of an employee where;

- An action is taken by a council employee without prior consultation or request for assistance
- An action of defamation taken by a council employee as plaintiff in any circumstances

There may be circumstances where Council will assist a council employee seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible deformation. Any such assistance would need to be approved by the General Manager prior to any commitment to any associated costs.

If a staff member has a legal matter that they believe merits assistance that matter is to be presented to the General Manager who may report the matter to Council for determination. In considering such a matter, consideration will be guided by the contents of the

Department of Local Government circular 05/08 *"Legal assistance for Councillors and Council employees"*. Critical in the assessment of any claim for legal expenses is the statement made in the abovementioned circular whereby;

"A Council may disburse money only if the disbursement is authorised by the Local Government Act 1993, either expressly or because it is supplemental or incidental to or consequential upon the exercise of its functions."

13.4 Corporate Clothing Expenses

In order to promote Councils corporate image to the public at large, Council will provide assistance with corporate clothing expenses as outlined below.

13.4.1 Eligibility

It is not compulsory for any staff to participate in the corporate clothing scheme. Council will provide a compulsory uniform to all outdoor staff and any indoor staff required to undertake work in the field as provided in Councils Work Health Safety Management System.

Financial assistance from Council will be available to all permanent office based staff members as outlined below.

To be eligible for a subsidy, clothing must be of a type registered with the Australian Taxation Office and applicable to Local Government.

13.4.2 Level of Assistance

For Initial establishment costs, (usually a pack) Council will contribute to the purchase at a rate of 75% of the total purchase up to a maximum of \$300.00.

Those participating in the scheme will be entitled to an annual maintenance allowance whereby Council will contribute to the purchase at a rate of 75% of the total purchase up to a maximum of \$100.00 per employee per annum.

13.4.3 Method of Payment

Council will order and meet the cost of purchasing the uniform. Employees will be advised by Council as to the amount that they are required to pay and may then elect to pay the balance in full or have a debtor account raised and the net cost payable from their salary. The outstanding balance must be made within six months of receipt of the uniform.

14 Nine Day Fortnight Council Agreement

There are formal agreements in place that provide for a nine-day fortnight for all full-time Council employees, other than those on Senior Staff Contracts. The conditions of the Senior Staff in regards to the hours and days of work are subject to the individual contract provisions.

14.1 Maintenance of Service Levels

The nine-day fortnight agreement remains in place subject to the level of service to the public being maintained or improved. For the outdoor and wages staff, this will generally allow the majority of staff to retain the same Rostered Day Off (RDO) or to alternate between Fridays to ensure that staff are available for urgent works or emergency situations.

In order to ensure that the level of service to the public is maintained, it is acknowledged that it will not be possible for every indoor staff member to take their RDO on a Friday. Each Director and the Manager Corporate Services are to ensure that the RDO's for their staff are allocated so as to ensure that the levels of service to the public are maintained across all disciplines and functional areas.

14.2 Hours of Work

The hours of work for the nine-day fortnight are to be arranged on the basis of either 70 hour fortnight or 76 hour fortnight. Where an employee/s hours of work need to alter to provide for one day off per fortnight, agreement will need to be reached between management and individual staff member/s on the details of the regular RDO, hours of work, commencing/finishing times and meal breaks.

Where there is a dispute over the allocation of RDO's or the hours of work, the General Manger will make the final determination.

14.3 Working a Rostered Day Off

Overtime will not be paid where an employee is required to work on their regular day off in exchange for a different RDO day within the same fortnight period, with the exception of a staff member being directed to work on their RDO for productivity reasons, or without sufficient notice being given. In these circumstances, the employee who works their RDO is entitled to decide between overtime and time in lieu in accordance with the Award.

14.4 RDO on a Public Holiday

Where a public holiday falls on a scheduled day off, employees' will be allocated the next convenient working day as their RDO.

14.5 Rostered Day Off Leave Provisions

Sick/annual/long service leave is to be accrued based on the normal hours worked (either 70 or 76 hours per fortnight). No sick leave shall be allowed for illness on a rostered day off.

15 Employee Assistance Program (EAP)

Council's Employee Assistance Program (EAP) outlines the provisions for supporting employees get through hardships, worries and crises in their personal or work lives.

The EAP is a confidential intervention program intended to help employees and their families cope with stress, mental illness and psychological issues to ensure our employees are healthy both emotionally and physically.

15.1 What issues the EAP addresses?

The EAP is intended to support any worker experiencing problems that affect their well-being and work performance. The EAP is also open to those who need advice on how to assist someone else such as a colleague, friend or family member.

Our EAP can help employees with various work-related and personal problems. There is a wide range of issues that could arise and the program is not intended to be limited by any attempt to list the specific issues that are covered. However, examples would include:

- Personal worries, doubts or fears
- Grief (death, mourning, separation)
- Work-related stress/ problems with colleagues
- Addiction (e.g. substance abuse, gambling, smoking)
- Domestic violence
- Financial problems
- Retirement

15.2 How employees can access our EAP

To communicate the EAP and encourage employees to use it, Council will use mechanisms such as notices on noticeboards and articles in the staff newsletter to provide staff with details of the EAP. Employees are able to access the EAP either:

- Through a request to their Supervisor or
- Directly through the Human Resources section

Where requested by the employee, all communication between the employee and the Human Resources section in relation to access to the EAP will remain strictly confidential. The internal reporting in relation to the EAP will only provide details of which employees have accessed the program, and not the reason for accessing the EAP or details of the assistance provided.

15.3 What are the services of our EAP?

The services available under the EAP include:

- Counselling services
- Crisis stress management
- Mental illness assessments and referrals to experts close to employees' homes
- Referrals to experts for assistance in financial planning or legal counselling

15.4 Who is involved in our EAP once identified?

The Human Resources section manages the EAP and is responsible for its implementation, training and instruction for supervisory staff, and updating the organisation and on any changes. Those involved in the delivery of the EAP include;

- Human Resources staff and other staff who have received relevant training.
- An external network of trained specialists and professional who undertake counselling, consultations, confidential assessments and referrals.

15.5 Managers/Supervisors' responsibilities

Managers and Supervisors should:

- Be open to answer questions from employees about the EAP and refer their team members to the Human Resources section when appropriate.
- Be proactive in letting other employees know about the EAP where they become aware that another employee/s may be facing issues that the EAP is intended to help address.

Managers/Supervisors/Employees can contact Human Resources to seek advice on how to approach and assist any employees they think may benefit from the EAP.

Attachment A – Council Salary System Structure

Kyogle Council Salary Structure (showing pay rates from first pay period on or after 1st July 2021)

Award Classification	Council Grade	Evaluation Points Range	Progression Pay Rates							Hourly Rates				
Band and Level	Location	Classification	Annual Entry	Entry Level (weekly)	Step 1 (weekly)	Step 2 (weekly)	Step 3 (weekly)	Step 4 (weekly)	Annual Step 4	Entry Level	Step 1	Step 2	Step 3	Step 4
<i>Operational Band Level 2</i>	<i>ONE</i>	1 - 420	\$46,202.00	\$888.5000	\$921.82	\$956.39	\$992.25	\$1,029.46	\$53,531.97					
	<i>Indoor</i>	Classification		1010	1011	1012	1013	1014		\$25.3857	\$26.3377	\$27.3253	\$28.3500	\$29.4132
	<i>Outdoor</i>	Classification		2010	2011	2012	2013	2014		\$23.3816	\$24.2584	\$25.1681	\$26.1119	\$27.0911
<i>Operational Band Level 3</i>	<i>TWO</i>	421 - 562	\$49,212.80	\$946.4000	\$981.89	\$1,018.71	\$1,056.91	\$1,096.55	\$57,020.43					
	<i>Indoor</i>	Classification		1020	1021	1022	1023	1024		\$27.0400	\$28.0540	\$29.1060	\$30.1975	\$31.3299
	<i>Outdoor</i>	Classification		2020	2021	2022	2023	2024		\$24.9053	\$25.8392	\$26.8082	\$27.8135	\$28.8565
	<i>THREE</i>	563 - 705	\$51,812.80	\$996.4000	\$1,033.77	\$1,072.53	\$1,112.75	\$1,154.48	\$60,032.92					
	<i>Indoor</i>	Classification		1030	1031	1032	1033	1034		\$28.4686	\$29.5361	\$30.6437	\$31.7929	\$32.9851
	<i>Outdoor</i>	Classification		2030	2031	2032	2033	2034		\$26.2211	\$27.2043	\$28.2245	\$29.2829	\$30.3810
<i>Operational Band Level 4</i>	<i>FOUR</i>	706 - 877	\$54,454.40	\$1,047.2000	\$1,086.47	\$1,127.21	\$1,169.48	\$1,213.34	\$63,093.61					
	<i>Indoor</i>	Classification		1040	1041	1042	1043	1044		\$29.9200	\$31.0420	\$32.2061	\$33.4138	\$34.6668
<i>Administrative/Technical/Trades Level 1</i>	<i>Outdoor</i>	Classification		2040	2041	2042	2043	2044		\$27.5579	\$28.5913	\$29.6635	\$30.7759	\$31.9300
	<i>FIVE</i>	878 - 1050	\$58,104.80	\$1,117.4000	\$1,159.30	\$1,202.78	\$1,247.88	\$1,294.68	\$67,323.15					
	<i>Indoor</i>	Classification		1050	1051	1052	1053	1054		\$31.9257	\$33.1229	\$34.3650	\$35.6537	\$36.9907
	<i>Outdoor</i>	Classification		2050	2051	2052	2053	2054		\$29.4053	\$30.5080	\$31.6520	\$32.8390	\$34.0704
<i>Administrative/Technical/Trades Level 2</i>	<i>SIX</i>	1051 - 1185	\$61,760.40	\$1,187.7000	\$1,232.24	\$1,278.45	\$1,326.39	\$1,376.13	\$71,558.71					
	<i>Indoor</i>	Classification		1060	1061	1062	1063	1064		\$33.9343	\$35.2068	\$36.5271	\$37.8968	\$39.3180
<i>Professional/Specialist Level 1</i>	<i>Outdoor</i>	Classification		2060	2061	2062	2063	2064		\$31.2553	\$32.4273	\$33.6434	\$34.9050	\$36.2139
	<i>SEVEN</i>	1186 - 1320	\$67,834.00	\$1,304.5000	\$1,353.42	\$1,404.17	\$1,456.83	\$1,511.46	\$78,595.89					
	<i>Indoor</i>	Classification		1070	1071	1072	1073	1074		\$37.2714	\$38.6691	\$40.1192	\$41.6237	\$43.1846
	<i>Outdoor</i>	Classification		2070	2071	2072	2073	2074		\$34.3289	\$35.6163	\$36.9519	\$38.3376	\$39.7752
<i>Administrative/Technical/Trades Level 3</i>	<i>EIGHT</i>	1321 - 1650	\$73,923.20	\$1,421.6000	\$1,474.91	\$1,530.22	\$1,587.60	\$1,647.14	\$85,651.15					
	<i>Indoor</i>	Classification		1080	1081	1082	1083	1084		\$40.6171	\$42.1403	\$43.7205	\$45.3601	\$47.0611
<i>Professional/Specialist Level 2</i>	<i>Outdoor</i>	Classification		2080	2081	2082	2083	2084		\$37.4105	\$38.8134	\$40.2689	\$41.7790	\$43.3457
	<i>NINE</i>	1651 - 1990	\$86,070.40	\$1,655.2000	\$1,717.27	\$1,781.67	\$1,848.48	\$1,917.80	\$99,725.50					
	<i>Indoor</i>	Classification		1090	1091	1092	1093	1094		\$47.2914	\$49.0649	\$50.9048	\$52.8137	\$54.7942
	<i>Outdoor</i>	Classification		2090	2091	2092	2093	2094		\$43.5579	\$45.1913	\$46.8860	\$48.6442	\$50.4684
<i>Professional/Specialist Level 4</i>	<i>TEN</i>	1991 - 2340	\$104,353.60	\$2,006.80	\$2,082.06	\$2,160.13	\$2,241.14	\$2,325.18	\$120,909.34					
	<i>Indoor</i>	Classification		1100	1101	1102	1103	1104		\$57.3371	\$59.4873	\$61.7181	\$64.0325	\$66.4337
	<i>Outdoor</i>	Classification		2100	2101	2102	2103	2104		\$52.8105	\$54.7909	\$56.8456	\$58.9773	\$61.1889
<i>Executive Band Level 2</i>	<i>EXEC</i>		\$122,590.00	\$2,357.50	\$2,445.91	\$2,537.63	\$2,632.79	\$2,731.52	\$142,038.95					
	<i>Indoor</i>	Classification		1200	1201	1202	1203	1204		\$67.3571	\$69.8830	\$72.5036	\$75.2225	\$78.0434

Attachment B – Local Government Capability Framework Overview

The groups of capabilities

The Local Government Capability Framework describes 16 capabilities across four core groups: **Personal Attributes**, **Relationships**, **Results** and **Resources**. These capabilities apply to all elected members and local government employees in NSW. Four capabilities in the **Workforce Leadership** group are for employees who manage people, and another four capabilities in the **Civic Leadership** group are for elected members.

Together the capability groups set out the knowledge, skills, abilities and other attributes expected of the workforce and elected members.

Personal Attributes	Relationships	Results	Resources	Workforce Leadership	Civic Leadership
<p>Manage Self</p> <p>Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning</p>	<p>Communicate and Engage</p> <p>Communicate clearly and respectfully, listen, and encourage input from others</p>	<p>Plan and Prioritise</p> <p>Plan and organise work in line with organisational goals, and adjust to changing priorities</p>	<p>Finance</p> <p>Be a responsible custodian of council funds and apply processes in line with legislation and policy</p>	<p>Manage and Develop People</p> <p>Engage and motivate staff, develop capability and potential in others</p>	<p>Represent Communities</p> <p>Understand and promote the interests of citizens and stakeholders</p>
<p>Display Resilience and Adaptability</p> <p>Express own views, persevere through challenges, and be flexible and willing to change</p>	<p>Community and Customer Focus</p> <p>Commit to delivering customer and community focused services in line with strategic objectives</p>	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<p>Assets and Tools</p> <p>Use, allocate and maintain work tools appropriately and manage community assets responsibly</p>	<p>Inspire Direction and Purpose</p> <p>Communicate organisational goals, priorities and vision and recognise achievements</p>	<p>Inspire Direction and Purpose</p> <p>Create and communicate council's goals, priorities and vision for the community</p>
<p>Act with Integrity</p> <p>Be honest, ethical and professional, and prepared to speak up for what is right</p>	<p>Work Collaboratively</p> <p>Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity</p>	<p>Create and Innovate</p> <p>Encourage and suggest new ideas and show commitment to improving services and ways of working</p>	<p>Technology and Information</p> <p>Use technology and information to maximise efficiency and effectiveness</p>	<p>Optimise Workforce Contribution</p> <p>Hire and deploy people effectively and apply sound workforce planning principles</p>	<p>Govern Responsibly</p> <p>Be a responsible and active member of the governing body, fulfilling responsibilities in line with legislation</p>
<p>Demonstrate Accountability</p> <p>Take responsibility for own actions, commit to safety, and act in line with legislation and policy</p>	<p>Influence and Negotiate</p> <p>Persuade and gain commitment from others, and resolve issues and conflicts</p>	<p>Deliver Results</p> <p>Achieve results through efficient use of resources and a commitment to quality outcomes</p>	<p>Procurement and Contracts</p> <p>Understand and apply procurement processes to ensure effective purchasing and contract performance</p>	<p>Lead and Manage Change</p> <p>Initiate, support and champion change, assist others to accept and engage with change</p>	<p>Make Quality Decisions</p> <p>Make considered, timely and transparent decisions based on merit, and uphold the decision of council</p>

Core Capabilities

People Managers

Elected Members

How to read the capabilities

Capability group

Organises related capabilities under a single heading

Personal attributes MANAGE SELF

Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning

Capability name and descriptor

The name of the capability and a description of what it covers



Foundational

Checks understanding of own role within the team
Proactively seeks instruction and guidance
Approaches work tasks with energy and enthusiasm
Stays up to date with knowledge, training and accreditation in relevant skills areas
Is willing to learn and apply new skills
Learns from mistakes and the feedback of others



Intermediate

Understands what needs to be done and steps up to do it
Pursues own and team goals with drive and commitment
Shows awareness of own strengths and weaknesses
Asks for feedback from colleagues and stakeholders
Makes the most of opportunities to learn and apply new skills



Adept

Initiates action on team/unit projects, issues and opportunities
Accepts and tackles demanding goals with drive and commitment
Seeks opportunities to apply and develop strengths and skills
Examines and reflects on own performance
Seeks and responds well to feedback and guidance



Advanced

Demonstrates motivation to serve the community and organisation
Initiates team activity on organisation/unit projects, issues and opportunities
Seeks and accepts challenging assignments and other development opportunities
Seeks feedback broadly and asks others for help with own development areas
Translates negative feedback into an opportunity to improve



Highly Advanced

Demonstrates motivation to serve the community, make an impact and advance the organisation
Models initiative and decisiveness
Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders
Proactively seeks opportunities for growth for self and others
Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour
Works to apply strengths and mitigate weaknesses and limitations

Level descriptors

For the workforce: each capability is described in terms of levels ranging from **Foundational** to **Highly Advanced**, reflecting a progressive increase in complexity and skill.

For elected members: Each capability is described at **Councillor level**, and most are also described at **Mayor level**, reflecting the additional responsibilities and challenges facing Mayors.

Behavioural indicators

Behavioural indicators are sets of statements illustrating the type of behaviours expected at each level.

LOCAL GOVERNMENT CAPABILITY FRAMEWORK

1

Local Government Capability Framework		Typical Application of the Capability Framework against Kyogle Council Salary System									
Capability Group	Capability Name	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10
Personal attributes	Manage Self	Intermediate	Intermediate	Intermediate	Adept	Adept	Adept	Advanced	Advanced	Highly Advanced	Highly Advanced
	Display Resilience and Courage	Foundation	Foundation	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept
	Act with Integrity	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept	Adept	Adept
	Demonstrate Accountability	Foundation	Foundation	Intermediate	Intermediate	Adept	Adept	Adept	Adept	Advanced	Advanced
Relationships	Communicate and Engage	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Adept	Adept
	Community and Customer Focus	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept	Advanced	Advanced
	Work Collaboratively	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Intermediate	Adept	Adept	Adept	Adept
	Influence and Negotiate	Foundation	Foundation	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept
Results	Plan and Prioritise	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Intermediate	Adept	Adept	Advanced	Advanced
	Think and Solve Problems	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept	Adept	Adept
	Create and Innovate	Foundation	Foundation	Foundation	Foundation	Foundation	Foundation	Intermediate	Intermediate	Adept	Adept
	Deliver Results	Foundation	Intermediate	Adept	Adept	Adept	Adept	Advanced	Advanced	Advanced	Advanced
Resources	Finance	Foundation	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept	Advanced
	Assets and Tools	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Adept	Adept	Adept	Adept	Adept
	Technology and Information	Foundation	Foundation	Foundation	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Adept	Adept
	Procurement and Contracts	Foundation	Foundation	Foundation	Foundation	Intermediate	Intermediate	Adept	Adept	Adept	Adept
Workforce Leadership (supervisory roles only)	Manage and Develop People	N/A	N/A	N/A	Foundation	Foundation	Intermediate	Adept	Adept	Advanced	Advanced
	Inspire Direction and Purpose	N/A	N/A	N/A	Foundation	Foundation	Intermediate	Intermediate	Adept	Adept	Adept
	Optimise Workforce Contribution	N/A	N/A	N/A	Foundation	Foundation	Foundation	Intermediate	Intermediate	Adept	Adept
	Lead and Manage Change	N/A	N/A	N/A	Foundation	Foundation	Foundation	Intermediate	Intermediate	Adept	Adept
Typical Application of Framework	Typical Number of Foundation Level	0-16	14-16	6-14	5-13	2-6	0-2	0-1	0-1	0	0
	Typical Number of Intermediate Level	0-1	0-3	5-11	8-14	8-15	4-9	4-9	4-9	0-1	0-1
	Typical Number of Adept Level	0	0	0-2	0-2	2-8	6-12	5-11	5-11	6-12	8-14
	Typical Number of Advanced Level	0	0	0	0	0	0-1	0-2	0-2	1-5	2-6
	Typical Number of Highly Advanced Level	0	0	0	0	0	0	0	0	0-1	0-2
	Typical Number of Focus Capabilities	1	2	2	3	3	4	4	5	5	6