NSW GOVERNMENT Public Service Commission

Capability Framework

NSW Public Sector

The NSW Public Sector Capability Framework

Publication and contact details

The NSW Public Sector Capability Framework

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The NSW Public Sector Capability Framework provides a common foundation tool that enables the NSW public sector to attract, recruit, develop and retain a responsive, capable workforce

Graeme Head
Commissioner

Foreword

The public sector makes a unique and important contribution to New South Wales as it implements the policies of the elected government and provides a broad range of essential services to the community.

Central to workforce performance are the capabilities - the knowledge, skills and abilities that public sector employees must demonstrate to perform their roles effectively. The NSW Public Sector Capability Framework provides a common foundation for creating roles, recruiting to roles, managing performance, capability development, career planning and, more broadly, workforce planning.

The NSW Public Sector Capability Framework replaces the 2008 Capability Framework and the draft Executive Capability Framework which was developed in 2011. The Capability Framework describes the core capabilities and behaviours required of public sector employees. It applies across the entire sector, across all occupational groups.

The Capability Framework is the result of significant consultation with key representatives from across the NSW public sector to ensure the Framework is robust, fit for purpose and has applicability across a diverse public sector.

This Capability Framework is being introduced as part of a suite of reforms aiming to promote and support a modern and effective public sector workforce in the NSW public sector. For the sector to fully benefit from the reforms, it is important that the Capability Framework is embedded across the full range of workforce management and development activities, including recruitment, performance management and capability development. This will facilitate sector wide capability building, mobility within and across clusters, and a more agile and responsive public sector workforce that is well equipped to deliver efficient and effective essential services for the people of New South Wales.

About the NSW Public Sector Capability Framework

The NSW Public Sector Capability Framework describes the capabilities and associated behaviours that are expected of all NSW public sector employees, at every level and in every organisation.

The Framework is a foundation for the full range of workforce management and development activities: role design and description; recruitment; performance management; learning and development and strategic workforce planning.

The Framework provides a systematic and integrated approach to these activities and gives the large and diverse public sector a shared language to describe the knowledge, skills and abilities needed to perform work across all clusters and agencies.

The NSW Public Sector Capability Framework supports:

- consistent role descriptions across the sector by providing a common basis for describing core capability requirements
- best practice recruitment outcomes as managers and selection panels have a clear picture of the type and level of capability required and can apply targeted assessment methodologies
- managing performance development by assisting managers and staff to have a clear, common understanding of role expectations and providing a starting point for capability assessment and development planning
- sector mobility based on consistent articulation of capabilities required in roles across the sector
- targeted learning and development activities (formal and informal) to specific capability levels
- individual career planning, enabling employees to identify career and development pathways based on the capabilities required for progression to chosen roles
- systematic workforce planning, as the capabilities are used to identify current and future workforce capability needs and gaps.

Capabilities are the knowledge, skills and abilities required by public sector employees to perform their roles efficiently and effectively

The groups of capabilities

The NSW Public Sector Capability Framework describes 16 capabilities across four core groups: Personal Attributes, Relationships, Results and Business Enablers. A further four capabilities within the People Management group are for employees who manage people.

The capability groups work together to provide an understanding of the knowledge, skills and abilities required by public sector employees.

Capabilities required by the NSW public sector workforce

Personal Attributes

Display Resilience and Courage
Be open and honest, prepared to express your views, and willing to accept and commit to change

Act with Integrity
Be ethical and professional, and adhere to the Public Sector Values

Manage Self
Show drive and motivation, a measured approach and a commitment to learning

Value Diversity
Show respect for diverse backgrounds, experiences and perspectives

Relationships

Communicate Effectively
Communicate clearly, actively listen to others and respond with respect

Commit to Customer Service
Provide customer centric services in line with public service and organisational objectives

Work Collaboratively
Collaborate with others and value their contribution

Influence and Negotiate
Gain consensus and commitment from others and resolve issues and conflicts

Results

Deliver Results
Achieve results through efficient use of resources and a commitment to quality outcomes

Plan and Prioritise
Plan to achieve priority outcomes and respond flexibly to changing circumstances

Think and Solve Problems
Think, analyse and consider the broader context to develop practical solutions

Demonstrate Accountability
Be responsible for own actions, adhere to legislation and policy and be proactive to address risk

Business Enablers

Finance
Understand and apply financial processes to achieve value for money and minimise financial risk

Technology
Understand and use available technologies to maximise efficiencies and effectiveness

Procurement and Contract Management
Understand and apply procurement processes to ensure effective purchasing and contract performance

Project Management
Understand and apply effective planning, coordination and control methods

People Management

Manage and Develop People
Engage and motivate staff and develop capability and potential in others

Inspire Direction and Purpose
Communicate goals, priorities and vision and recognise achievements

Optimise Business Outcomes
Manage resources effectively and apply sound workforce planning principles

Manage Reform and Change
Support, promote and champion change, and assist others to engage with change

Occupation Specific

Occupation or profession specific capability sets can be used in conjunction with the core capabilities required by all employees and people managers

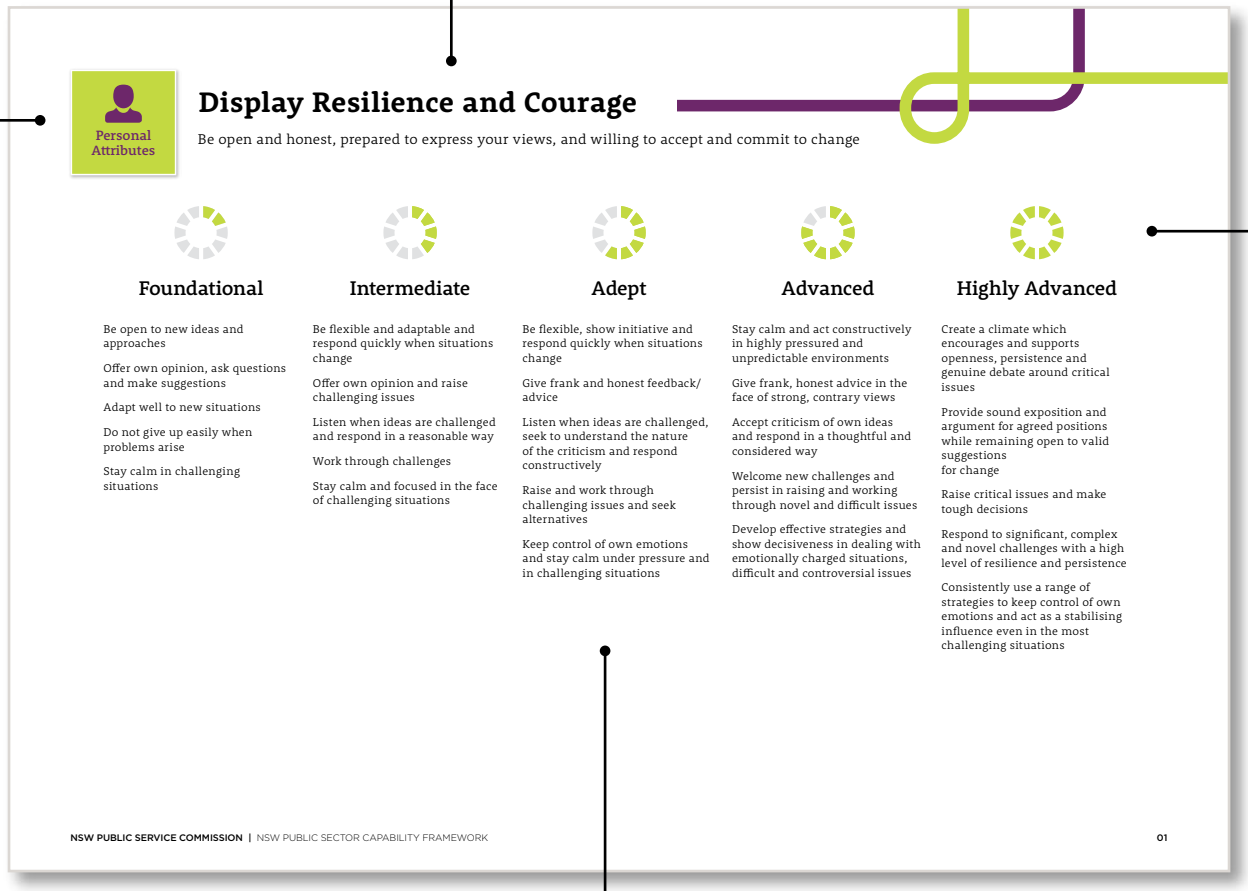
How to read the capabilities

Capability name and descriptor

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

Capability group

Organises related capabilities under a single high level heading



Level descriptor

These five descriptors range from 'foundational' to 'highly advanced', reflecting a progressive increase in complexity and skill

Behavioural indicators

A set of statements illustrating the type of behaviours expected at each level

Personal Attributes

Personal Attributes

Display Resilience and Courage

Be open and honest, prepared to express your views, and willing to accept and commit to change

Foundational

Be open to new ideas and approaches

Offer own opinion, ask questions and make suggestions

Adapt well to new situations

Do not give up easily when problems arise

Stay calm in challenging situations

Intermediate

Be flexible and adaptable and respond quickly when situations change

Offer own opinion and raise challenging issues

Listen when ideas are challenged and respond in a reasonable way

Work through challenges

Stay calm and focused in the face of challenging situations

Adept

Be flexible, show initiative and respond quickly when situations change

Give frank and honest feedback/advice

Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively

Raise and work through challenging issues and seek alternatives

Keep control of own emotions and stay calm under pressure and in challenging situations

Advanced

Stay calm and act constructively in highly pressured and unpredictable environments

Give frank, honest advice in the face of strong, contrary views

Accept criticism of own ideas and respond in a thoughtful and considered way

Welcome new challenges and persist in raising and working through novel and difficult issues

Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues

Highly Advanced

Create a climate which encourages and supports openness, persistence and genuine debate around critical issues

Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change

Raise critical issues and make tough decisions

Respond to significant, complex and novel challenges with a high level of resilience and persistence

Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations

Personal Attributes

Act with Integrity

Be ethical and professional, and adhere to the Public Sector Values

Foundational

Behave in an honest, ethical and professional way

Take opportunities to clarify understanding of ethical behaviour requirements

Identify and follow legislation, rules, policies, guidelines and codes of conduct that apply to your role

Speak out against misconduct, illegal and inappropriate behaviour

Report apparent conflicts of interest

Intermediate

Represent the organisation in an honest, ethical and professional way

Support a culture of integrity and professionalism

Understand and follow legislation, rules, policies, guidelines and codes of conduct

Help others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct

Recognise and report misconduct, illegal or inappropriate behaviour

Report and manage apparent conflicts of interest

Adept

Represent the organisation in an honest, ethical and professional way and encourage others to do so

Demonstrate professionalism to support a culture of integrity within the team/unit

Set an example for others to follow and identify and explain ethical issues

Ensure that others understand the legislation and policy framework within which they operate

Act to prevent and report misconduct, illegal and inappropriate behaviour

Advanced

Model the highest standards of ethical behaviour and reinforce them in others

Represent the organisation in an honest, ethical and professional way and set an example for others to follow

Ensure that others have a working understanding of the legislation and policy framework within which they operate

Promote a culture of integrity and professionalism within the organisation and in dealings external to government

Monitor ethical practices, standards and systems and reinforce their use

Act on reported breaches of rules, policies and guidelines

Highly Advanced

Champion and act as an advocate for the highest standards of ethical and professional behaviour

Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government

Define, communicate and evaluate ethical practices, standards and systems and reinforce their use

Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports

Personal Attributes

Manage Self

Show drive and motivation, a measured approach and a commitment to learning

Foundational

Be willing to develop and apply new skills

Show commitment to completing work activities effectively

Look for opportunities to learn from the feedback of others

Intermediate

Adapt existing skills to new situations

Show commitment to achieving work goals

Show awareness of own strengths and areas for growth and develop and apply new skills

Seek feedback from colleagues and stakeholders

Maintain own motivation when tasks become difficult

Adept

Look for and take advantage of opportunities to learn new skills and develop strengths

Show commitment to achieving challenging goals

Examine and reflect on own performance

Seek and respond positively to constructive feedback and guidance

Demonstrate a high level of personal motivation

Advanced

Act as a professional role model for colleagues, set high personal goals and take pride in their achievement

Actively seek, reflect and act on feedback on own performance

Translate negative feedback into an opportunity to improve

Maintain a high level of personal motivation

Take the initiative and act in a decisive way

Highly Advanced

Promote and model the value of self-improvement and be proactive in seeking opportunities for growth

Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours

Manage challenging, ambiguous and complex issues calmly and logically

Model initiative and decisiveness

Personal Attributes

Value Diversity

Show respect for diverse backgrounds, experiences and perspectives

Foundational

Acknowledge and be responsive to diverse experiences, perspectives, values and beliefs

Be open to the inputs of others

Work to understand the perspectives of others

Intermediate

Be responsive to diverse experiences, perspectives, values and beliefs and listen to others' individual viewpoints

Seek input from others who may have different perspectives and needs

Adapt well in diverse environments

Adept

Seek to promote the value of diversity for the organisation

Recognise and adapt to individual differences and working styles

Support initiatives that create an environment in which diversity is valued

Advanced

Encourage and include diverse perspectives in the development of policies and strategies

Leverage diverse views and perspectives to develop new approaches to delivery of outcomes

Build and monitor a workplace culture that values fair and inclusive practices and diversity principles

Implement methods and systems to ensure that individuals can participate to their fullest ability

Recognise the value of individual differences to support broader organisational strategies

Highly Advanced

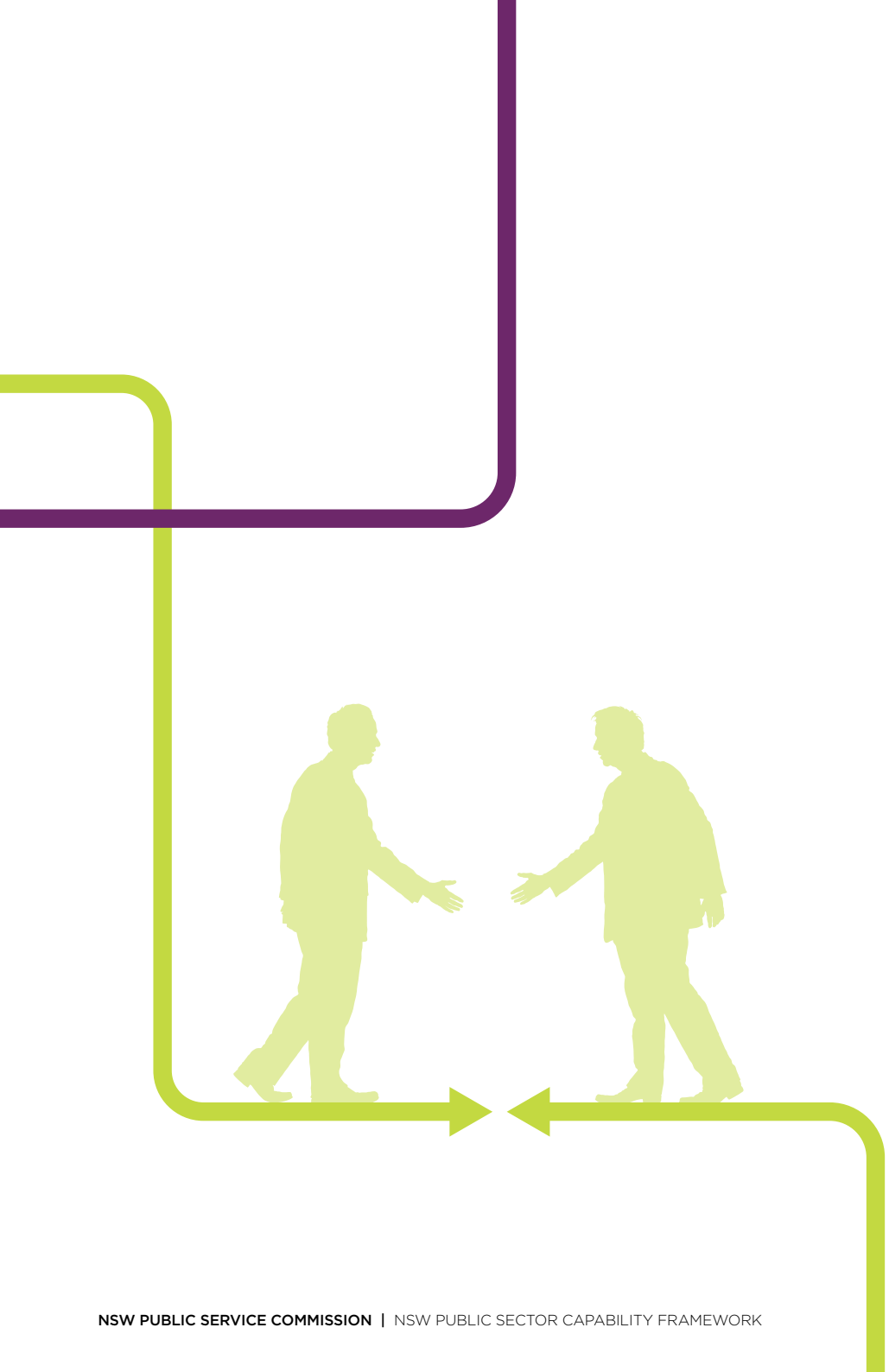
Create and drive a culture where all staff value diversity of people, experiences and backgrounds

Use diversity to foster innovation, drive change across the organisation and leverage business outcomes

Develop and promote integrated workplace diversity principles across the organisation

Champion the business benefits generated by workforce diversity

Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability



Relationships

Communicate Effectively

Communicate clearly, actively listen to others and respond with respect

Foundational

Speak at the right pace and volume for varied audiences

Allow others time to speak

Display active listening

Explain things clearly

Be aware of own body language and facial expressions

Write in a way that is logical and easy to follow

Intermediate

Focus on key points and speak in 'Plain English'

Clearly explain and present ideas and arguments

Listen to others when they are speaking and ask appropriate, respectful questions

Monitor own and others' non-verbal cues and adapt where necessary

Prepare written material that is well structured and easy to follow by the intended audience

Communicate routine technical information clearly

Adept

Tailor communication to the audience

Clearly explain complex concepts and arguments to individuals and groups

Monitor own and others' non-verbal cues and adapt where necessary

Create opportunities for others to be heard

Actively listen to others and clarify own understanding

Write fluently in a range of styles and formats

Advanced

Present with credibility, engage varied audiences and test levels of understanding

Translate technical and complex information concisely for diverse audiences

Create opportunities for others to contribute to discussion and debate

Actively listen and encourage others to contribute inputs

Adjust style and approach to optimise outcomes

Write fluently and persuasively in a range of styles and formats

Highly Advanced

Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences

Speak in a highly articulate and influential manner

State the facts and explain their implications for the organisation and key stakeholders

Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government

Actively listen, and identify ways to ensure all have an opportunity to contribute

Anticipate and address key areas of interest for the audience and adapt style under pressure

Commit to Customer Service

Provide customer centric services in line with public service and organisational objectives

Foundational

Understand the importance of customer service

Help customers understand the services that are available

Take responsibility for delivering services which meet customer requirements

Keep customers informed of progress and seek feedback to ensure their needs are met

Show respect, courtesy and fairness when interacting with customers

Intermediate

Support a culture of quality customer service in the organisation

Demonstrate a thorough knowledge of the services provided and relay to customers

Identify and respond quickly to customer needs

Consider customer service requirements and develop solutions to meet needs

Resolve complex customer issues and needs

Co-operate across work areas to improve outcomes for customers

Adept

Take responsibility for delivering high quality customer-focused services

Understand customer perspectives and ensure responsiveness to their needs

Identify customer service needs and implement solutions

Find opportunities to co-operate with internal and external parties to improve outcomes for customers

Maintain relationships with key customers in area of expertise

Connect and collaborate with relevant stakeholders within the community

Advanced

Promote a culture of quality customer service in the organisation

Initiate and develop partnerships with customers to define and evaluate service performance outcomes

Promote and manage alliances within the organisation and across the public, private and community sectors

Liaise with senior stakeholders on key issues and provide expert and influential advice

Identify and incorporate the interests and needs of customers in business process design

Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Highly Advanced

Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes

Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice

Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes

Set overall performance standards for service delivery across the organisation and monitor compliance

Work Collaboratively

Collaborate with others and value their contribution

Foundational

Work as a supportive and co-operative team member, share information and acknowledge others' efforts

Respond to others who need clarification or guidance on the job

Step in to help others when workloads are high

Keep team and supervisor informed of work tasks

Intermediate

Build a supportive and co-operative team environment

Share information and learning across teams

Acknowledge outcomes which were achieved by effective collaboration

Engage other teams/units to share information and solve issues and problems jointly

Support others in challenging situations

Adept

Encourage a culture of recognising the value of collaboration

Build co-operation and overcome barriers to information sharing and communication across teams/units

Share lessons learned across teams/units

Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work

Advanced

Build a culture of respect and understanding across the organisation

Recognise outcomes which resulted from effective collaboration between teams

Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government

Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions

Highly Advanced

Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector

Publicly celebrate the successful outcomes of collaboration

Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions

Identify and overcome barriers to collaboration with internal and external stakeholders

Influence and Negotiate

Gain consensus and commitment from others and resolve issues and conflicts

Foundational

Utilise facts to support claims

Help to find solutions that contribute to positive outcomes

Contribute to resolving differences with other staff or parties

Respond to conflict without worsening the situation and refer to a supervisor where appropriate

Know when to withdraw from a conflict situation

Intermediate

Utilise facts, knowledge and experience to support recommendations

Work towards positive and mutually satisfactory outcomes

Identify and resolve issues in discussion with other staff and stakeholders

Identify others' concerns and expectations

Respond constructively to conflict and disagreements

Keep discussion focused on the key issues

Adept

Negotiate from an informed and credible position

Lead and facilitate productive discussions with staff and stakeholders

Encourage others to talk, share and debate ideas to achieve a consensus

Recognise and explain the need for compromise

Influence others with a fair and considered approach and sound arguments

Show sensitivity and understanding in resolving conflicts and differences

Manage challenging relations with internal and external stakeholders

Pre-empt and minimise conflict

Advanced

Influence others with a fair and considered approach and present persuasive counter-arguments

Work towards mutually beneficial win/win outcomes

Show sensitivity and understanding in resolving acute and complex conflicts

Identify key stakeholders and gain their support in advance

Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise

Pre-empt and minimise conflict within the organisation and with external stakeholders

Highly Advanced

Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy

Use sound arguments, strong evidence, and expert opinion to influence outcomes

Determine and communicate the organisation's position and bargaining strategy

Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions

Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders

Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

Results

Deliver Results

Achieve results through efficient use of resources and a commitment to quality outcomes

Foundational

Complete own work tasks under guidance, within set budgets, timeframes and standards

Take the initiative to progress own work

Identify resources needed to complete allocated work tasks

Seek clarification when unsure of work tasks

Intermediate

Complete work tasks to agreed budgets, timeframes and standards

Take the initiative to progress and deliver own and team/unit work

Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals

Seek and apply specialist advice when required

Adept

Take responsibility for delivering on intended outcomes

Make sure team/unit staff understand expected goals and acknowledge success

Identify resource needs and ensure goals are achieved within budget and deadlines

Identify changed priorities and ensure allocation of resources meets new business needs

Ensure financial implications of changed priorities are explicit and budgeted for

Use own expertise and seek others' expertise to achieve work outcomes

Advanced

Drive a culture of achievement and acknowledge input of others

Investigate and create opportunities to enhance the achievement of organisational objectives

Make sure others understand that on-time and on-budget results are required and how overall success is defined

Control output of business unit to ensure government outcomes are achieved within budget

Progress organisational priorities and ensure effective acquisition and use of resources

Seek and apply the expertise of key individuals to achieve organisational outcomes

Highly Advanced

Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation

Identify, recognise and celebrate success

Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes

Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes

Initiate and communicate high level priorities for the organisation to achieve government outcomes

Use own professional knowledge and expertise of others to drive organisational and government objectives forward

Results

Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

Foundational

Plan and coordinate allocated activities

Re-prioritise own work activities on a regular basis to achieve set goals

Contribute to the development of team work plans and goal setting

Understand team objectives and how own work relates to achieving these

Intermediate

Understand the team/unit objectives and align operational activities accordingly

Initiate, and develop team goals and plans and use feedback to inform future planning

Respond proactively to changing circumstances and adjust plans and schedules when necessary

Consider the implications of immediate and longer term organisational issues and how these might impact on the achievement of team/unit goals

Accommodate and respond with initiative to changing priorities and operating environments

Adept

Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work

Initiate, prioritise, consult on and develop team/unit goals, strategies and plans

Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses

Ensure current work plans and activities support and are consistent with organisational change initiatives

Evaluate achievements and adjust future plans accordingly

Advanced

Understand the links between the business unit, organisation and the whole-of-government agenda

Ensure business plan goals are clear and appropriate including contingency provisions

Monitor progress of initiatives and make necessary adjustments

Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately

Consider the implications of a wide range of complex issues, and shift business priorities when necessary

Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning

Highly Advanced

Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff

Understand the organisation's current and potential future role within government and the community, and plan appropriately

Ensure effective governance frameworks and guidance enable high quality strategic, corporate, business and operational planning

Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes

Drive initiatives in an environment of ongoing, widespread change, including whole-of-government policy directions

Results

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

Foundational

Find and check information needed to complete own work tasks

Identify and inform supervisor of issues that may impact on completion of tasks

Escalate more complex issues and problems when these are identified

Share ideas about ways to improve work tasks and solve problems

Suggest improvements to work tasks for the team

Intermediate

Research and analyse information and make recommendations based on relevant evidence

Identify issues that may hinder completion of tasks and find appropriate solutions

Be willing to seek out input from others and share own ideas to achieve best outcomes

Identify ways to improve systems or processes which are used by the team/unit

Adept

Research and analyse information, identify interrelationships and make recommendations based on relevant evidence

Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options

Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness

Identify and share business process improvements to enhance effectiveness

Advanced

Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues

Work through issues, weigh up alternatives and identify the most effective solutions

Take account of the wider business context when considering options to resolve issues

Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements

Implement systems and processes that underpin high quality research and analysis

Highly Advanced

Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement

Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues

Identify and evaluate organisation-wide implications when considering proposed solutions to issues

Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact

Ensure effective governance systems are in place to guarantee quality analysis, research and reform

Results

Demonstrate Accountability

Be responsible for own actions, adhere to legislation and policy and be proactive to address risk

Foundational

Take responsibility for own actions

Be aware of delegations and act within authority levels

Be aware of team goals and their impact on work tasks

Follow safe work practices and take reasonable care of own and others health and safety

Escalate issues when these are identified

Intermediate

Take responsibility and be accountable for own actions

Understand delegations and act within authority levels

Identify and follow safe work practices, and be vigilant about their application by self and others

Be alert to risks that might impact the completion of an activity and escalate these when identified

Use financial and other resources responsibly

Adept

Assess work outcomes and identify and share learnings to inform future actions

Ensure that actions of self and others are focused on achieving organisational outcomes

Exercise delegations responsibly

Understand and apply high standards of financial probity with public monies and other resources

Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others

Conduct and report on quality control audits

Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks

Advanced

Design and develop systems to establish and measure accountabilities

Ensure accountabilities are exercised in line with government and business goals

Exercise due diligence to ensure work health and safety risks are addressed

Oversee quality assurance practices

Model the highest standards of financial probity, demonstrating respect for public monies and other resources

Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks

Incorporate sound risk management principles and strategies into business planning

Highly Advanced

Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness

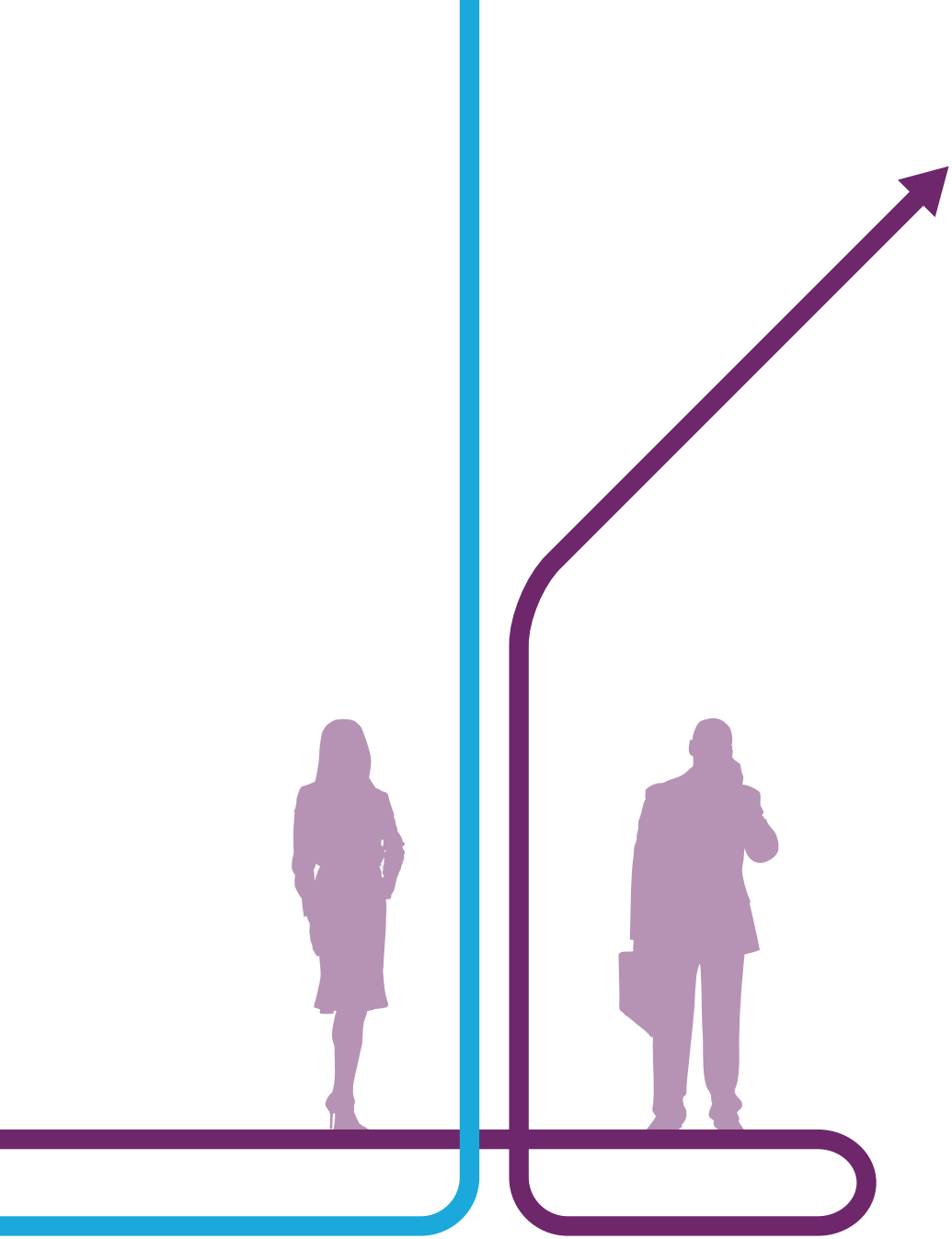
Promote a culture of accountability with clear line of sight to government goals

Set standards and exercise due diligence to ensure work health and safety risks are addressed

Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity

Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation

Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives



Business Enablers

Business Enablers

Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

Foundational

Understand that government services budgets are limited and must only be used for intended purposes

Appreciate the importance of accuracy and completeness in estimating costs as well as calculating and recording financial data and transactions

Be aware of financial delegation principles and processes

Understand compliance obligations related to using resources and recording financial transactions

Intermediate

Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending

Take account of financial and budget implications, including value for money in planning decisions

Present basic financial information to a target audience in an appropriate format

Understand financial audit, reporting and compliance obligations and the actions needed to satisfy them

Display an awareness of financial risk and exposure and solutions to address these

Adept

Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures

Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions

Understand and apply financial audit, reporting and compliance obligations

Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate

Seek specialist advice and support where required

Make decisions and prepare business cases paying due regard to financial considerations

Advanced

Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management

Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound

Assess relative cost benefits of direct provision or purchase of services

Understand and promote the role of sound financial management and its impact on organisational effectiveness

Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement

Respond to financial and risk management audit outcomes, addressing areas of non-compliance

Highly Advanced

Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation

Define organisational directions and set priorities and business plans with reference to key financial indicators

Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services

Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals

Establish effective governance to ensure the ethical and honest use of financial resources across the organisation

Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation

Business Enablers

Technology

Understand and use available technologies to maximise efficiencies and effectiveness

Foundational

Display familiarity and confidence in the use of core office software applications or other technology used in role

Understand the use of computers, telecommunications, audio-visual equipment or other technologies used by the organisation

Understand information, communication and document control policies and systems, and security protocols

Comply with policies on acceptable use of technology

Intermediate

Apply computer applications that enable performance of more complex tasks

Apply practical skills in the use of relevant technology

Make effective use of records, information and knowledge management functions and systems

Understand and comply with information and communications security and acceptable use policies

Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies

Adept

Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks

Identify opportunities to use a broad range of communications technologies to deliver effective messages

Understand, act on and monitor compliance with information and communications security and use policies

Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business

Support compliance with the records, information and knowledge management requirements of the organisation

Advanced

Show commitment to the use of existing and deployment of appropriate new technologies in the workplace

Implement appropriate controls to ensure compliance with information and communications security and use policies

Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes

Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes

Implement and monitor appropriate records, information and knowledge management systems protocols and policies

Highly Advanced

Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes

Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation

Establish effective governance to ensure organisational compliance with information and communications security and use policies

Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation

Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements

Business Enablers

Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

Foundational

Comply with basic ordering, receipting and payment processes

Apply basic checking and quality control processes to activities which support procurement and contract management

Intermediate

Understand and comply with legal, policy and organisational guidelines and procedures in relation to procurement and contract management

Conduct delegated purchasing activities, complying with prescribed guidelines and procedures

Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements

Adept

Apply legal, policy and organisational guidelines and procedures in relation to procurement and contract management

Develop well written, well structured procurement documentation that clearly sets out the business requirements

Monitor procurement and contract management processes to ensure they are open, transparent and competitive, and that contract performance is effective

Be aware of procurement and contract management risks, and what actions are expected to mitigate these

Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles

Escalate procurement and contract management issues where required

Advanced

Ensure that government and organisational policy in relation to procurement and contract management is implemented

Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions

Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures

Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk

Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes

Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors

Highly Advanced

Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices

Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes

Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation

Business Enablers

Project Management

Understand and apply effective planning, coordination and control methods

Foundational

Plan and deliver tasks in line with agreed schedules

Check progress against schedules, and seek help to overcome barriers

Participate in planning and provide feedback about improvements to schedules

Intermediate

Perform basic research and analysis which others will use to inform project directions

Understand project goals, steps to be undertaken and expected outcomes

Prepare accurate documentation to support cost or resource estimates

Participate and contribute to reviews of progress, outcomes and future improvements

Identify and escalate any possible variance from project plans

Adept

Prepare clear project proposals and define scope and goals in measurable terms

Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements

Prepare accurate estimates of costs and resources required for more complex projects

Communicate the project strategy and its expected benefits to others

Monitor the completion of project milestones against goals and initiate amendments where necessary

Evaluate progress and identify improvements to inform future projects

Advanced

Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts

Access key subject-matter experts' knowledge to inform project plans and directions

Implement effective stakeholder engagement and communications strategy for all stages of projects

Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning

Develop effective strategies to remedy variances from project plans, and minimise impacts

Manage transitions between project stages and ensure that changes are consistent with organisational goals

Highly Advanced

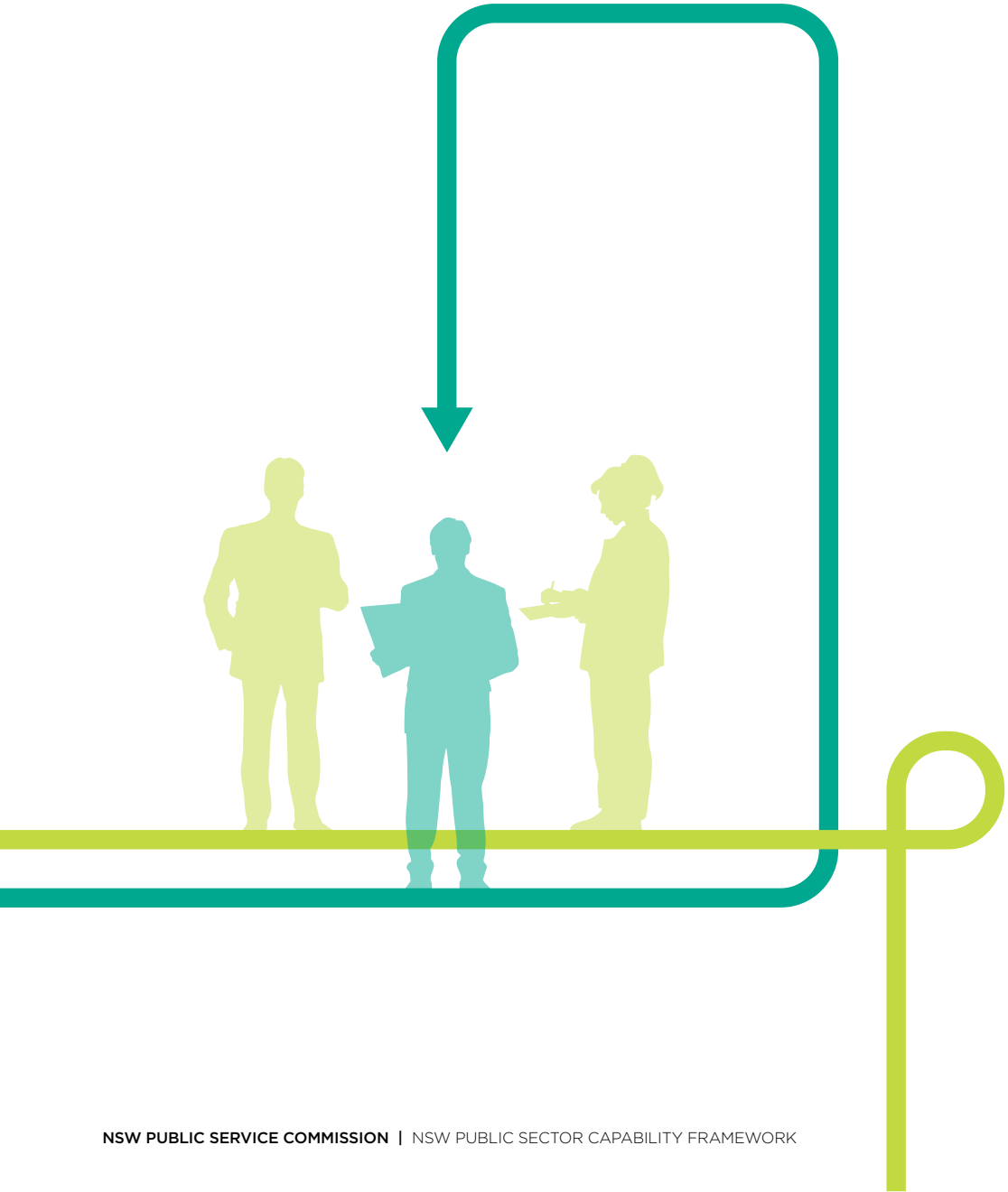
Implement effective governance processes for acceptance of projects based on sound business cases

Use historical, political and broader context to inform project directions and mitigate risk

Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication

Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance

Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals



People Management

People Management

Manage and Develop People

Engage and motivate staff and develop capability and potential in others

Foundational

Clarify work required, expected behaviours and outputs

Contribute to developing team capability and recognise potential in people

Give support and regular constructive feedback that is linked to development needs

Identify appropriate learning opportunities for team members

Recognise performance issues that need to be addressed and seek appropriate advice

Intermediate

Ensure that roles and responsibilities are clearly communicated

Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks

Develop team capability and recognise and develop potential in people

Be constructive and build on strengths when giving feedback

Identify and act on opportunities to provide coaching and mentoring

Recognise performance issues that need to be addressed and work towards resolution of issues

Adept

Define and clearly communicate roles and responsibilities to achieve team/unit outcomes

Negotiate clear performance standards and monitor progress

Develop team/unit plans that take into account team capability, strengths and opportunities for development

Provide regular constructive feedback to build on strengths and achieve results

Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way

Monitor and report on performance of team in line with established performance development frameworks

Advanced

Refine roles and responsibilities over time to achieve better business outcomes

Recognise talent, develop team capability and undertake succession planning

Coach and mentor staff and encourage professional development and continuous learning

Provide timely, constructive and objective feedback to staff

Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way

Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Highly Advanced

Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning

Drive executive capability development and ensure effective succession management practices

Implement effective approaches to identify and develop talent across the organisation

Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences

Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation

People Management

Inspire Direction and Purpose

Communicate goals, priorities and vision and recognise achievements

Foundational

Assist team to understand organisational direction

Ensure team members understand the organisation's policies and services

Ensure team members understand how their activities align to business objectives and affect overall performance

Recognise and acknowledge team members' high quality work

Intermediate

Assist team to understand organisational direction and explain the reasons behind decisions

Ensure the team/unit objectives lead to the achievement of business outcomes that align with organisational policies

Recognise and acknowledge individual/team performance

Adept

Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation

Translate broad goals into operational needs and explain the links for the team

Link team performance goals to team/unit goals to ensure implementation of government policy

Ensure team objectives and outcomes lead to implementation of government policy

Recognise and acknowledge high individual/team performance

Advanced

Promote a sense of purpose and enable others to understand the links between government policy and organisational goals

Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them

Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes

Create opportunities for recognising and celebrating high performance at the individual and team level

Work to remove barriers to achievement of goals

Highly Advanced

Champion the organisational vision and strategy, and communicate the way forward

Create a culture of confidence and trust in future direction

Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation

Communicate the parameters and expectations surrounding organisational strategies

Celebrate organisational success and high performance and engage in activities to maintain morale

People Management

Optimise Business Outcomes

Manage resources effectively and apply sound workforce planning principles

Foundational

Keep team members informed of the reasons for decisions so that this may inform their work

Ensure that team members make effective use of resources to maximise business outcomes

Ensure that team members understand and inform customers about processes, practices and decisions

Ensure team members understand business principles to achieve work tasks effectively

Ensure team goals and standards are met

Intermediate

Develop team/unit plans that take into account team capability and strengths

Plan and monitor resource allocation effectively to achieve team/unit objectives

Ensure team members work with a good understanding of business principles as they apply to the public sector context

Participate in wider organisational workforce planning to ensure the availability of capable resources

Adept

Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives

Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning

Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context

Monitor performance against standards and take timely corrective actions

Keep others informed about progress and performance outcomes

Advanced

Develop workforce plans that effectively distribute organisational resources to achieve business goals

Plan for strategic use of human resources that links to wider organisational aims and goals

Encourage others to strive for ongoing performance improvement

Align systems and processes to encourage improved performance and outcomes

Highly Advanced

Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time

Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives

Align workforce resources and talent with organisational priorities

People Management

Manage Reform and Change

Support, promote and champion change, and assist others to engage with change

Foundational

Support change initiatives and assist staff to understand their purpose and impact

Share information with team members to assist them to understand and manage uncertainty and change

Recognise barriers to change and support the team to accept and facilitate change

Intermediate

Promote change processes and communicate change initiatives across the team/unit

Accommodate changing priorities and respond flexibly to uncertainty and ambiguity

Support others in managing uncertainty and change

Adept

Actively promote change processes to staff and participate in the communication of change initiatives across the organisation

Provide guidance, coaching and direction to others managing uncertainty and change

Engage staff in change processes and provide clear guidance, coaching and support

Identify cultural barriers to change and implement strategies to address these

Advanced

Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty

Assist others to address emerging challenges and risks and generate support for change initiatives

Translate change initiatives into practical strategies and explain these to staff and their role in implementing them

Implement structured change management processes to identify and develop responses to cultural barriers

Highly Advanced

Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies

Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context

Create an organisational culture that actively seeks opportunities to improve

Anticipate, plan for and address cultural barriers to change at the organisational level

Occupation/profession specific capability sets

The Public Service Commission will coordinate the development of occupation/profession specific capability sets for job families that are common in the sector, and where functional capability building has been identified as a critical need.

These occupation/profession specific capability sets, together with the NSW Public Sector Capability Framework will provide a holistic picture of the knowledge, skills and abilities required for each role.

Where occupation/profession specific capabilities overlap with the NSW Public Sector Capability Framework, the Public Sector capabilities should be used to maximise consistency across the sector.

Clusters/agencies may use occupation/profession specific capability sets that have been internally developed to meet local needs, or access externally developed frameworks, for example, cross-jurisdictional standards or those offered by professional associations in conjunction with the NSW Public Sector Capability Framework.

Where professional standards or local frameworks are already in existence for various occupations, the Public Service Commission will work with the relevant clusters to develop a practical approach to utilising these in conjunction with the NSW Public Sector Capability Framework.

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