



Public
Service
Commission



**Property
Acquisition
Capability Set**

Capability Framework
NSW Public Sector

Publication and contact details

Property Acquisition Capability Set

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Feedback

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Contents

Introduction

NSW Public Sector Capability Framework and the NSW Property Acquisition Capability Set	4
The Property Acquisition Capability Set at a Glance	5
How to Read the Property Acquisition Capability Set	6
About the Property Acquisition Capability Set	7
Applying the Property Acquisition Capability Set	8

The Property Acquisition Capabilities

Property Acquisition professional knowledge (technical skills)	9
Case management (relationship skills)	10
Evaluation and negotiation (process skills)	11



NSW Public Sector Capability Framework and the NSW Property Acquisition Capability Set



The Property Acquisition Capability Set at a Glance

Capability	Definition
Property acquisition professional knowledge (technical skill)	Undertake property acquisition in accordance with the governing legislation relating to the acquisition of land on just terms by authorities of the State, and apply property acquisition standards focused on fairness, access to information and assistance, consistency and transparency.
Case Management (relationship skill)	Deliver customer-focused services to establish trusted relationships and effective case management so that property owners, residents, other interest holders and government consider there has been a fair, smooth process with equitable outcomes.
Evaluation and negotiation (process skills)	Take the acquisition project from inception to a deliverable solution, selecting evaluation and negotiation strategies that address the complexity of the property acquisition and its acquiring agency, industry and compliance situation.

How to read the Property Acquisition Capability Set

Capability name and descriptor

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



Property acquisition professional knowledge

Understanding of property acquisition in accordance with the governing legislation relating to the acquisition of land on just terms by authorities of the State, and apply property acquisition standards focused on fairness, access to information and assistance, consistency and transparency.

Level

Each level reflects a progressive increase in complexity and skill

Behavioural indicators

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

Level 1



Demonstrate knowledge of the ways that property can be acquired and the process undertaken in the acquisition of land on just terms by authorities of the State.

Efficiently undertake research to better understand affected properties and interest holders.

Demonstrate knowledge of the different types of acquisitions that may be required by a project and/or agency.

Demonstrate knowledge of the property acquisition standards and minimum requirements for compliance during the acquisition process.

Display knowledge of the roles and responsibilities of acquisition front line staff.

Exhibit a basic understanding of the legislative requirements related to the acquisition of land on just terms by authorities of the State.

Level 2



Undertake unbiased, accurate and relevant property research using relevant internal and external databases to identify property ownership and property use.

Read and interpret land use, land title, conveyancing, deposited plans and cadastral plans to prepare property plans and reports.

Read and interpret acquisition plans, property sketches, project planning documents, project maps, land titles, environmental reports, geospatial maps and other technical information, and understand how it impacts on acquisition timelines and project deliverables.

Level 3



Demonstrate knowledge of the process, procedural and legislative requirements that support the acquisition of property by both agreement and compulsory process.

Clearly and concisely articulate the acquisition process, procedures and legislation so that all parties understand their rights and responsibilities.

Direct the appropriate valuation method or particular approach to different asset types and specific situations.

Produce recommendations and letters of offer, and ensure interest holders are paid in accordance with governing legislation and policy/regulatory requirements.

Expertly prepare documentation including commencement letters, contracts, briefing notes and government notices for the acquisition of property.

Implement, supervise and review acquisition, conveyancing, land titling and valuation processes to ensure that they comply with relevant policy, standards and legislation.

Level 4



Apply property expertise to the acquisition of complex assets and interests in accordance with statutory requirements or assumptions.

Resolve complex acquisitions and transactions through extensive knowledge of legislative requirements related to property acquisition.

Apply an established, ethical process and a high degree of probity and display professional judgement when instructing qualified valuers and/or assessing the property valuation.

Deal effectively with compulsory acquisition matters that involve the Valuer General or applications lodged with the Land and Environment Court.

Provide expert advice during valuation, mediation and negotiation meetings.

Prepare evidence for examination on legal compensation cases.

Seek out and monitor changes to legislation, policies and court precedents that could affect the organisation and its acquisition activities.

Level 5



Display comprehensive, theoretical and practical knowledge of current case law and legislative requirements related to the acquisition of land on just terms by authorities of the State.

Verify project, government, property owner, resident and other interest holder benefits and impacts from a current or proposed acquisition strategy.

Oversee the strategy, scope and governance procedures for the acquisition of property for the relevant agency.

Demonstrate commitment to improving standards of practice within the agency and in the wider professional industry through ongoing development of the workforce.

Establish programs or policies to advance the knowledge, theory and practices of property acquisition.

Demonstrate leadership in the property industry, implementing quality management systems to achieve measurable improvements in customer satisfaction and high-quality outcomes.

Lead a culture of professionalism and collaboration that actively seeks to improve the acquisition processes, industry and customer outcomes.

About the Property Acquisition Capability Set

The Property Acquisition Capability Set is intended to be used in conjunction with the NSW Public Sector Capability Framework (“Capability Framework”) to support the full range of workforce management and development activities, including:

- role design and description
- recruitment
- performance development
- learning and development, and
- strategic workforce planning.

It defines additional knowledge, skills and abilities required for roles within the property acquisition profession.

The behavioural indicators are not exhaustive, but describe the types of behaviours, knowledge or actions that suggest effective performance at each capability level.

They are meant to be applied very flexibly and contextualised to the role.

Capability levels

The NSW Capability Framework also has five levels, but these do not correspond directly with the five levels in the Property Acquisition Capability Set.

The descriptors for Level 1 reflect more complex behaviours than those contained at the Foundational level in the Capability Framework. This is because the nature of the work undertaken by property acquisition roles requires specialised knowledge, skills and abilities usually developed through tertiary education, training and/or relevant occupational experience.

Applying the Property Acquisition Capability Set

Deciding whether the Property Acquisition Capability Set is required

Note that the core NSW Capability Framework describes general knowledge and ability which applies at some level to every role within the NSW Public Sector.

Additional capabilities from the Property Acquisition Capability Set should only be used for roles that are substantially involved in delivering property acquisition services.

Some helpful indicators that may assist in determining whether a role requires occupation specific capabilities from the Property Acquisition Capability Set (in addition to the core capabilities) are:

- the work clearly requires specialised property acquisition knowledge, skill and/or ability
- the specialised property acquisition work occupies a large part of the role
- the job title is strongly associated with the profession e.g. Property Officer, Property Manager, Acquisition Manager, Personal Manager
- the 'Primary Purpose', 'Key Accountabilities' and 'Key Challenges' contained in the Role Description indicate a need for property acquisition capabilities for successful performance of the role.

Determining Capability Levels

Generally a role would require each of the capabilities from the Property Acquisition Capability Set but at varying levels depending on role requirement. The level 1-5 that is applied to a role will depend on the breadth and nature of its accountabilities.

To determine the level of capability required, select the group of behavioural indicators that best fit the role.

As a guide, most Acquisition Manager roles would be expected to require skills and knowledge in the range of 3-5 for the capability areas of: Property Acquisition Professional Knowledge and Evaluation & Negotiation capabilities. In addition, they would have a minimum Level 1 in Case Management capability depending on the focus of their responsibilities.

Another example: Personal Manager roles that provide property owner and/or resident support will require strong interpersonal skills (so Level 3-5 Case Management), as well as, a minimum Level 1 in the specialised Property Acquisition Professional Knowledge and Evaluation & Negotiation capabilities.

Qualifications and/or other role requirements

The NSW Capability Framework and the Property Acquisition Capability Set describe behaviors but do not specify qualifications.

If a qualification or professional membership is an essential requirement for the role, this remains as a pre-requisite for employment, and should be incorporated into the role description and recruitment process.



Property acquisition professional knowledge

Understanding of property acquisition in accordance with the governing legislation relating to the acquisition of land on just terms by authorities of the State, and apply property acquisition standards focused on fairness, access to information and assistance, consistency and transparency.

Level 1



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Efficiently undertake research to better understand affected properties and interest holders.

Demonstrate knowledge of the different types of acquisitions that may be required by a project and/or agency.

Demonstrate knowledge of the property acquisition standards and minimum requirements for compliance during the acquisition process.

Display knowledge of the roles and responsibilities of acquisition front line staff.

Exhibit a basic understanding of the legislative requirements related to the acquisition of land on just terms by authorities of the State.

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Level 5



Display comprehensive, theoretical and practical knowledge of current case law and legislative requirements related to the acquisition of land on just terms by authorities of the State.

Verify project, government, property owner, resident and other interest holder benefits and impacts from a current or proposed acquisition strategy.

Oversee the strategy, scope and governance procedures for the acquisition of property for the relevant agency.

Demonstrate commitment to improving standards of practice within the agency and in the wider professional industry through ongoing development of the workforce.

Establish programs or policies to advance the knowledge, theory and practices of property acquisition.

Demonstrate leadership in the property industry, implementing quality management systems to achieve measurable improvements in customer satisfaction and high-quality outcomes.

Lead a culture of professionalism and collaboration that actively seeks to improve the acquisition processes, industry and customer outcomes.



Case management

Deliver customer-focused services to establish trusted relationships and effective case management so that property owners, residents, other interest holders and government consider there has been a fair, smooth process with equitable outcomes.

Level 1



Demonstrate sensitivity and empathy and have awareness of others' feelings, needs and concerns.

Keep stakeholders informed of acquisition progress, communicate effectively as appropriate for the audience and seek feedback to ensure their needs are clearly understood.

Apply active listening skills and critical thinking, identify the strengths and weaknesses of options or approaches.

Engage with affected individuals, groups or other stakeholders ensuring consideration is given to the diversity of interests in any matter.

Prepare correspondence to property owners, residents, other interest holders, government agencies, internal and external stakeholders.

Effectively identify and develop strategies to mitigate property owner, resident and other interest holder issues in consultation with the project and acquisition team.

Be resilient and display emotional intelligence with a view to establishing trusted relationships.

Use the information management systems with a high level of proficiency, to record and report on all interactions and reflect the current state of an acquisition.

Level 2



Display compassion, stay calm and empathise with the property owner, resident and other interest holders when they are under stress and upset. Escalate emotionally charged issues to senior staff.

Engage the property owner, resident, interest holder and/or their representative in a professional manner to understand, assess and address their needs during the property acquisition process and make referrals to other agencies and services.

Plan and manage information sequencing, resources and engagement activities to ensure the right support and service is available, at the right time, to achieve the targeted outcome.

Work independently, and be able to handle stressful interpersonal situations.

Use consistent and clear communication to improve interest holders' understanding of complicated information, and help them evaluate options during the acquisition process to reduce complexity and ambiguity.

Analyse all internal and external information to develop effective strategies to meet property owner, resident and other interest holder information needs and support requirements during an acquisition.

Level 3



Apply social perceptiveness, critical thinking, complex problem solving, judgement and decision making skills to inform potential actions.

Provide quality end-to-end case management.

Implement agreed processes to manage difficult situations, complaints and conflict.

Effectively liaise with other government agencies and external organisations, as required, to provide timely support services (e.g. housing, health, relocation services) to property owners, residents and other interest holders.

Fulfil mandatory reporting requirements and exchange information within prescribed agencies' privacy standards.

Level 4



Champion opportunities to improve property owner, resident and other interest holder support services, engagement processes and products.

Be able to assess and work with property owners, residents and other interest holders across a range of complex acquisitions.

Optimise, lead and/or be accountable for proactive risk assessments on complex acquisition projects.

Develop effective strategies to remedy variances in valuations and from acquisition and relocation plans, and minimise these impacts on projects, government, property owners, residents and other interest holders.

Coordinate engagement across multiple property acquisition projects and report high level insights and opportunities.

Lead the development of property owner, resident and other interest holder engagement strategies and plans across multiple projects and through critical project transitions.

Lead and facilitate the triage, assignment and monitoring of escalated complaints, and advise on the resolution.

Lead initiatives to establish effective communications with key stakeholders, project and acquisition team members, and facilitate the relationships between them.

Level 5



Establish and implement overall agency vision to deliver in line with best practice engagement principles.

Actively manage relationships with senior stakeholders to shape the vision for property owner, resident and other interest holder engagement across government.

Engage with stakeholders on strategic engagement issues related to property acquisition to achieve continuous improvement and establish best practice.

Be recognised by agencies as a trusted advisor who provides expert advice on property owner, resident, and other interest holder engagement and support services throughout the acquisition process.

Model compassionate engagement with property owners, residents and other interest holders, and implement property acquisition practices that deliver measurable improvements in customer satisfaction and high-quality outcomes.

Contribute to developing a collaborative culture amongst acquiring agencies based on knowledge sharing, improved communications, and an increased focus on customer service.



Evaluation and negotiation

Take the acquisition project from inception to a deliverable solution, selecting strategies that address the complexity of the acquisition and its acquiring agency, industry and compliance situation.

Level 1



Explore and interpret the interests and needs of the agency, property owners, residents and other stakeholders to inform the property acquisition process, Offer, settlement and relocation where applicable.

Ensure early and regular agency, property owner, resident and other interest holder engagement and consider their feedback when negotiating settlement offers.

Apply stakeholder analysis techniques to help identify stakeholder, timeframe and budget risks that may impact acquisition objectives.

Use basic negotiation techniques and tailor activity to what is acceptable to each specific stakeholder.

Use relevant information management systems, frameworks and controls to monitor, record and report on acquisition projects.

Level 2



Adopt appropriate negotiation styles for all internal and external situations, and use these effectively to deliver optimal outcomes for all stakeholders and interest holders.

Identify and evaluate key risks and opportunities and seek input from other specialised areas as required (e.g. Centre for Property Acquisition, legal, procurement, etc.).

Evaluate and adjust engagement, support and acquisition strategies as new information and/or new requirements arise to help achieve acquisition by agreement.

Identify and evaluate emerging opinions, issues and risks, and identify strategies to gain buy-in from key stakeholders.

Understand issues involved in each alternative action and apply negotiation strategies to resolve them.

Level 3



Apply a systematic and robust method to comparing, assessing and reaching agreement on property and business valuation reports.

Apply advanced negotiation skills throughout the acquisition process to ensure transactions are fair, respectful, equitable, and completed within mandated timelines.

Demonstrate expert knowledge of preparing, reviewing and evaluating the property valuation report and apply analytical and observational skills to complete an analysis.

Work in an environment of uncertainty and change and be agile in decision making during multi-party negotiations.

Develop negotiation strategies for complex and large acquisition projects, and use these effectively to deliver optimal outcomes.

Level 4



Act as a trusted advisor on the proposal, evaluation and prioritisation of acquisition projects of high complexity or across a portfolio of projects in an agency.

Lead cross-functional teams in the evaluation of large complex acquisition negotiations and agreements.

Model the highest standards of financial probity in property acquisition activities, demonstrating due diligence, respect for public money and other agency resources.

Follow risk management processes for major acquisition projects and coach others within the team on how to conduct risk assessments using established processes and frameworks.

Manage compliance and work with project teams/business partners to eliminate non-compliant practices in acquisition.

Have a broader understanding of project delivery plans and issues relating to the acquisition.

Level 5



Lead agency stakeholders in the development of toolkits and frameworks aimed at supporting effective negotiations.

Provide high-level advice on the negotiation process and tactics, as an expert negotiator within the agency.

Step into large and highly complex acquisition projects that are under negotiation stress and address issues.

Partner with key stakeholders to develop a consistent, sustainable approach to the identification and assessment of acquisition risks and opportunities.

Share lessons learnt and understand how they can be applied across government and the industry.

Persuade, influence and condition others to achieve optimal outcomes.

Proactively keep abreast of risk management processes and use appropriate systems and practices to assess activities.



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