The NSW Public Sector Capability Framework
Publication and contact details

The NSW Public Sector Capability Framework

© State of New South Wales through the
NSW Public Service Commission, 2013

This work is copyright. Apart from any use permitted under the
Copyright Act 1968, no part may be reproduced without prior written
permission from the NSW Public Service Commission.

ISBN: 978-0-7313-3629-6

For more information about this publication, please contact:
NSW Public Service Commission
Level 14, Bligh House
4–6 Bligh Street
Sydney NSW 2000
Australia

Telephone: +61 2 9272 6000

Email: capabilityframework@psc.nsw.gov.au

This publication can be accessed online at:
## Contents

**Introduction**
- Foreword 05
- About the NSW Public Sector Capability Framework 06
- The groups of capabilities 07
- How to read the capabilities 08

<table>
<thead>
<tr>
<th>Personal Attributes</th>
<th>Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Display Resilience and Courage 10</td>
<td>Communicate Effectively 15</td>
</tr>
<tr>
<td>Act with Integrity 11</td>
<td>Commit to Customer Service 16</td>
</tr>
<tr>
<td>Manage Self 12</td>
<td>Work Collaboratively 17</td>
</tr>
<tr>
<td>Value Diversity 13</td>
<td>Influence and Negotiate 18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Results</th>
<th>Business Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver Results 20</td>
<td>Finance 25</td>
</tr>
<tr>
<td>Plan and Prioritise 21</td>
<td>Technology 26</td>
</tr>
<tr>
<td>Think and Solve Problems 22</td>
<td>Procurement and Contract Management 27</td>
</tr>
<tr>
<td>Demonstrate Accountability 23</td>
<td>Project Management 28</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People Management</th>
<th>Occupation Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage and Develop People 30</td>
<td>Occupation/profession specific capability sets 34</td>
</tr>
<tr>
<td>Inspire Direction and Purpose 31</td>
<td></td>
</tr>
<tr>
<td>Optimise Business Outcomes 32</td>
<td></td>
</tr>
<tr>
<td>Manage Reform and Change 33</td>
<td></td>
</tr>
</tbody>
</table>
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.
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.
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
  - Act with Integrity
  - Manage Self
  - Value Diversity

- **Relationships**
  - Communicate Effectively
  - Commit to Customer Service
  - Work Collaboratively
  - Influence and Negotiate

- **Results**
  - Deliver Results
  - Plan and Prioritise
  - Think and Solve Problems

- **Business Enablers**
  - Finance
  - Technology
  - Procurement and Contract Management
  - Project Management

- **People Management**
  - Manage and Develop People
  - Inspire Direction and Purpose
  - Optimise Business Outcomes
  - Manage Reform and Change

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 group
Organises related capabilities under a single high level heading

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

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 opinions 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 disagreement
  - 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

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
## Display Resilience and Courage

**Personal Attributes**

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Intermediate</th>
<th>Adept</th>
<th>Advanced</th>
<th>Highly Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be open to new ideas and approaches</td>
<td>Be flexible and adaptable and respond quickly when situations change</td>
<td>Be flexible, show initiative and respond quickly when situations change</td>
<td>Stay calm and act constructively in highly pressured and unpredictable environments</td>
<td>Create a climate which encourages and supports openness, persistence and genuine debate around critical issues</td>
</tr>
<tr>
<td>Offer own opinion, ask questions and make suggestions</td>
<td>Offer own opinion and raise challenging issues</td>
<td>Give frank and honest feedback/advice</td>
<td>Give frank, honest advice in the face of strong, contrary views</td>
<td>Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change</td>
</tr>
<tr>
<td>Adapt well to new situations</td>
<td>Listen when ideas are challenged and respond in a reasonable way</td>
<td>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</td>
<td>Accept criticism of own ideas and respond in a thoughtful and considered way</td>
<td>Raise critical issues and make tough decisions</td>
</tr>
<tr>
<td>Do not give up easily when problems arise</td>
<td>Work through challenges</td>
<td>Raise and work through challenging issues and seek alternatives</td>
<td>Welcome new challenges and persist in raising and working through novel and difficult issues</td>
<td>Respond to significant, complex and novel challenges with a high level of resilience and persistence</td>
</tr>
<tr>
<td>Stay calm in challenging situations</td>
<td>Stay calm and focused in the face of challenging situations</td>
<td>Keep control of own emotions and stay calm under pressure and in challenging situations</td>
<td>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</td>
<td>Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations</td>
</tr>
</tbody>
</table>
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
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
Value Diversity

Show respect for diverse backgrounds, experiences and perspectives

**Personal Attributes**

**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

NSW PUBLIC SERVICE COMMISSION | NSW PUBLIC SECTOR CAPABILITY FRAMEWORK
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 acute and complex conflicts
- Recognise the need for compromise
- 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
- 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

### 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 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
**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
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
**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
<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
</table>
| 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. |
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
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
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
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
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
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
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.