

NSW Public Sector Occupation Specific Capability Sets





- Occupational specific capability sets (OSCS) have been
 developed for specialist job families that are common in the sector
- OSCS provide a consistent description of the unique capabilities required for roles in specific professions
- OSCS, together with the <u>NSW Public Sector Capability</u>
 <u>Framework</u> (Capability Framework), provide a holistic picture of the knowledge, skills and abilities required for roles in these job families



- Support workforce management activities e.g. role design and descriptions; recruitment; performance development; learning and development and strategic workforce planning
- Encourage employees to take control of their professional development and build their own career through both lateral and promotional opportunities

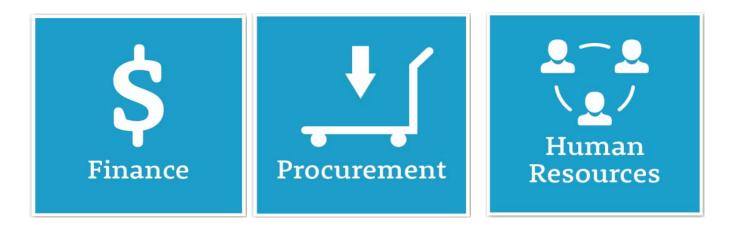


NSW Public Sector Capability Framework

Personal Attributes	Relationships	Results	Business Enablers	People Management	
 Display Resilience and Courage 	 Communicate Effectively 	• Deliver Results	• Finance	 Manage and Develop People 	
 Act with Integrity 	•Commit to Customer Service	 Plan and Prioritise 	 Technology 	 Inspire Direction and Purpose 	Occupation Specific
 Manage Self 	 Work Collaboratively 	 Think and Solve Problems 	 Procurement and Contract Management 	•Optimise Business Outcomes	 e.g. ICT, HR, Finance, Legal, Procurement
 Value Diversity 	 Influence and Negotiate 	 Demonstrate Accountability 	 Project Management 	 Manage Reform and Change 	







Information & Communications Technology

SFIA



- OSC are requirements that are unique to the occupation and are *'additional to', rather than 'instead of',* the public sector capabilities
- That is, occupation specific capability sets are used in conjunction with the NSW Public Sector Capability Framework



- Behavioural indicators **describe the type of behaviours expected** for effective performance at each level for each capability
- Behavioural indicators are indicative, rather than exhaustive and some listed behaviours may not be relevant to a particular role
- Behavioural indicators provide a reasonable picture of what a particular level of capability 'looks like'



Sector role descriptions library

> Administration

Role descriptions for administrative assistant, administrative support officer, administrative officer and administrative coordinator roles. <u>Access administration sector role descriptions</u> >>

> Executive Support

Role descriptions for executive support officer, executive assistant, senior executive assistant and executive officer roles. Access executive support sector role descriptions >>

> Policy

Role descriptions for assistant policy officer, policy officer, senior policy officer and principal policy officer roles. Access policy sector role descriptions >>

> Procurement

> Executive

Role descriptions for executive roles in the five work level streams: Agency Head, Policy, Professional/Technical, Regulatory/Compliance, Service/Operational delivery. <u>Access executive sector role descriptions >></u>

> ICT

Role descriptions for ICT roles in enterprise governance, enterprise implementation, technology / application building and technology services. Access ICT sector role descriptions >>

> Project

Role descriptions for assistant project officer, project officer, senior project officer and principal project officer roles. Access project sector role descriptions >>

Role descriptions for procurement roles are developed in collaboration with the sector and endorsed by the Procurement Leadership Group for use by the sector. Each role description has been developed using the endorsed Role Description Builder and is in line with the Role Description Development Guide and in the case of executive roles the NSW Senior Executive Work Level Standards.

Access procurement sector role descriptions >>

Integrity, Trust, Service & Accountability A large range of <u>sector role</u> <u>descriptions</u> are available for roles that are common across the sector, including roles containing occupation specific capability sets e.g. ICT, Procurement

These roles are published in the online library on the Public Service Commission website



Finance Capability Set





- Designed to be used in conjunction with the NSW Public Sector
 Capability Framework to support the full range of workforce
 management activities for finance professionals
- Comprises seven capabilities that define additional knowledge, skills and abilities required for roles within the finance profession
- The seven capabilities are described by behavioural indicators across five levels of complexity, the behaviours are not exhaustive, but provide an indicative list of the knowledge, skills and abilities expected at each level



- Selection of each Finance Professionals capabilities should be based on the role's Primary Purpose, Key Accountabilities, Key Challenges, Key Relationships
- As a general guide, no more than 3-5 occupation specific capabilities should be included in a role description, in addition to the Capability Framework capabilities
- The person who performs the role may possess other capabilities not included in the role description: however, the role description should include only the capabilities that are fundamentally important for effective performance of the role



Seven occupation specific capabilities

The Finance Professionals Capability Set at a Glance

Capability	Definition
Financial Strategy, Governance and Risk Management	Establish effective and appropriate governance, assess the organisation's strategic financial position, and ensure effective investment and financing decisions
Financial Accounting and Statutory Reporting	Apply and comply with accounting standards, legislation and specific organisational policies, standards and protocols, and implement effective statutory and other external reporting requirements
Management Accounting	Provide high quality analysis and evaluation of financial and operational performance to inform management decisions, and to underpin effective budget formulation, forecasting and projections
Audit and Assurance	Evaluate overall governance frameworks, financial and program information systems, and internal controls and practices to identify potential deficiencies or opportunities
Taxation	Comply with taxation regulations and systems and implement effective taxation planning
Finance Operations and Systems	Ensure appropriateness and reliability of financial information systems, and effective governance, cash management and controls over transactional processes
Finance Business Partnering	Partner with key stakeholders and provide expert professional advice, coaching and consulting to enable the effective alignment of financial management strategies and organisational objectives



Five levels with descriptive behaviours

How to read the Finance Professionals Capability Set





Supporting resources

Finance Professionals Capability Set

NSW Public Sector Capability Framework

Enquiries: capabilityframework@psc.nsw.gov.au



Procurement Professionals Capability Set





- Designed to be used in conjunction with the Capability
 Framework to support the full range of workforce
 management activities for procurement professionals
- Comprises ten capabilities that define additional knowledge, skills and abilities required for roles within the procurement profession
- The ten capabilities are described by behavioural indicators across five levels of complexity, the behaviours are not exhaustive, but provide an indicative list of the knowledge, skills and abilities expected at each level

Integrity, Trust, Service & Accountability Procuremei



- Selection of each Procurement Professionals capability should be based on the role's Primary Purpose, Key Accountabilities, Key Challenges, Key Relationships
- As a general guide, no more than 3-5 occupation specific capabilities should be included in a role description, in addition to the Capability Framework capabilities
- The person performing the role may possess other capabilities not included in the role description: however, the role description should include only the capabilities that are fundamentally important for effective performance of the role



Ten occupation specific capabilities

The Procurement Professionals Capability Set at a Glance

Capability	Definition	
Strategic Procurement Leadership	Lead the development of procurement as a professional, strategic, value adding function enabling delivery of organisational business objectives and optimising procurement quality, productivity and performance outcomes	
Procurement Analysis	Gather and evaluate information on the market, business needs, categories, key suppliers, the supply chain and contextual factors to inform procurement decisions	
Strategic Sourcing	Select suppliers of required goods and services based on market evaluation, capability and alignment to the strategic procurement directions of the organisation	
Commercial Negotiation	Plan, conduct and analyse the outcomes of commercial negotiations to achieve business objectives	
Procurement Risk Management	Identify, assess and mitigate procurement risks	
Supplier Relationship Management	Establish constructive and innovative strategic relationships based on driving value through appropriate long term relationships	
Contract Management	Effectively manage the performance of suppliers through robust contract frameworks, successfully delivering contractual obligations	
Legislative and Policy Environment	Ensure that the planning, management and delivery of procurement outcomes is fully consistent with all relevant legislative, probity and policy requirements	
Contract Law	Prepare, confirm and approve concise and complete contractual documentation and protect the organisation's commercial position in areas such as liabilities, indemnities, insurances and warranties	
Cost Management	Analyse cost make up and financial information and assess financial risk within a market to inform procurement planning, control and decision making	



Five levels with descriptive behaviours

How to read the Procurement Professionals Capability Set Capability name and descriptor The name of the capability and a description of what it covers Strategic Sourcing Select suppliers of required goods and services, based on market evaluation, capability and alignment to the strategic procurement directions of the organisation Level Level 1 Level 2 Level 3 Level 4 Level 5 Reflect a progressive Procure a range of straightforward Procure a wide range of complex Manage categories or large areas of Lead sourcing activities and Coach and support category managers and procurement increase in complexity management of large, complex goods/services goods/services expenditure ategories or projects and often rofessionals in determining the key and skill Effectively engage with internal and Consult with internal stakeholders Engage supply markets and internal facilitate expert reference groups drivers and sourcing attributes of all stakeholders positively to achieve external stakeholders on routine to determine procurement business procurement categories procurement matters needs and changes in demand and effective communication and Lead supplier event days and other manage stakeholder expectations conditioning internal / external communication Consult widely through the Recognise the need for procurement forums aimed at developing and organisation on the strategic direction strategies to consider activities beyond Recognise the different routes to Analyse all internal and external engaging with the supply base to of business units and how the a simple 'go-to-market' approach market and determines which procurement information to effectively improve performance procurement function can contribut is the most appropriate i.e. RFx3, develop supply base strategies for as a strategic business partner Prepare procurement documentation negotiation, e-auction etc. major procurement projects Lead the development of the supply which is professional, wellbase strategy within major markets Lead the establishment of structured and concise, uses Prepare procurement documentation Prepare procurement documentation and incorporate input from senior procurement document frameworks which is professional, wellwhich is professional, wellappropriate language and contains stakeholders and technical functions to that meet stakeholder and regulatory Behavioural relevant information for low value/ structured and concise, uses structured and concise, uses requirements and deliver optimum obtain agreement to overarching strategy risk projects appropriate language and contains appropriate language and contains strategic outcomes relevant information for high value/ Demonstrate expertise in the relevant information for medium indicators Assist in the evaluation of value/risk projects risk projects development of all types of market Lead the procurement function in suppliers against market analysis ensuring that all supply market facing documents in all categories A set of statements qualification and award criteria and Demonstrate expert knowledge of Proficiently use all types of RFx and and types of procurement activity engagement activity is of the highest effectively undertake simple tenders other 'go-to-market' processes the supplier evaluation and selection quality and is undertaken consistently illustrating the type of process and manage the process for Lead cross-functional teams in with organisational values Develop simple evaluation plans and Develop evaluation plans that high value/high risk projects the evaluation of large, complex, behaviours expected at raise purchase requisitions for the incorporate both price and organisational wide agreements Conduct high-level sensitive or creation of Purchase Orders non-price components. Develop evaluation plans that allow contentious debriefs that could each level Develop evaluation plans that for a multi-stage evaluation and attract political or media interest Capture and report on the KPIs and Undertake simple Value for Money assess multiple complex criteria assessment of several potentially performance of contracted suppliers calculations over several stages and incorporate complex Total Cost of Ownership or competing criteria and complex Develop organisational guidelines Value for Money calculations. and procedures for the development Develop template Contract Conduct straightforward debriefs similar calculations of Contract Management Plans, KPIs, Management plans that include performance reviews, governance defined KPIs for straightforward Develop detailed Contract Execute contracts in line with structures, resources, benefits procurement contracts Management plans that include defined delegated authority and conduct tracking and reporting KPIs, a pre-determined approach to potentially contentious or difficult feedback, and an action plan to address debriefs with unsuccessful suppliers Review and report procurement non-performance issues outcomes to the Executive Team/ Develop detailed Contract Procurement Governance Management Plans, KPIs, performance reviews, governance RFx captures all references to 'Requests for ...' including Requests for Informa-tion (RFI), Request for Proposal (RFP), Request for Tender (RFT, Request for structures, resources, benefits tracking and reporting for significant projects and procurement categories Guotation (REG) NSW PUBLIC SERVICE COMMISSION | PROCUREMENT PROFESSIONALS CAPABILITY SE



Supporting resources

Procurement Professionals Capability Set

Procurement sector role descriptions

NSW Public Sector Capability Framework

Enquiries: capabilityframework@psc.nsw.gov.au



Human Resources Professionals Capability Set





- Designed to be used in conjunction with the Capability Framework to support the full range of workforce management activities for human resources professionals
- Comprises seven capabilities that define additional knowledge, skills and abilities required for roles within the human resources profession
- The seven capabilities are described by behavioural indicators across five levels of complexity, the behaviours are not exhaustive, but provide an indicative list of the knowledge, skills and abilities expected at each level



- Selection of each Human Resource Professionals capability should be based on the role's Primary Purpose, Key Accountabilities, Key Challenges, Key Relationships
- As a general guide, no more than 3-5 occupation specific capabilities should be included in a role description, in addition to the Capability Framework capabilities
- The person performing the role may possess other capabilities not included in the role description: however, the role description should include only the capabilities that are fundamentally important for effective performance of the role



Seven occupation specific capabilities

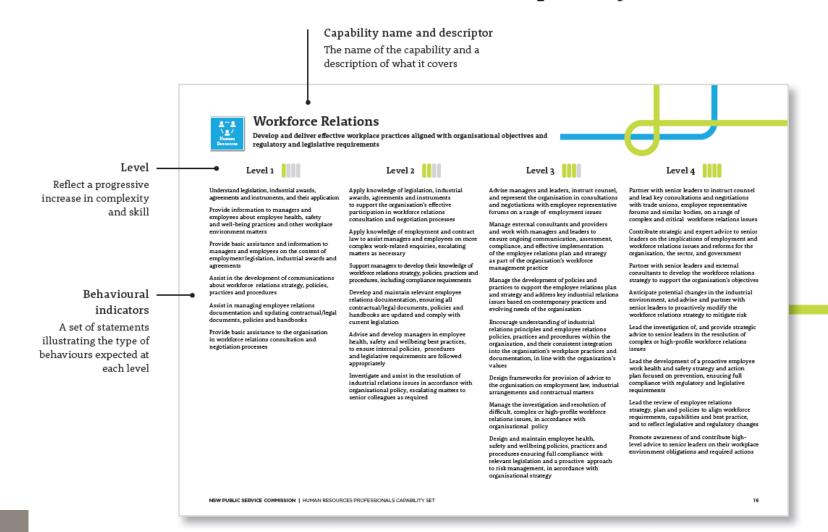
The Human Resources Professionals Capability Set at a Glance

Capability	Definition	
Workforce strategy	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	
Organisational design	Define the organisational structures and workforce plans required to support the business in delivering results	
Talent Management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	
Organisational Culture	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	
Workforce Relations	Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	
Workforce Insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	
Employee Services	Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level	



Five levels with descriptive behaviours

How to read the Human Resources Capability Set





Supporting resources

Human Resources Professionals Capability Set

NSW Public Sector Capability Framework

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Information and Communications (ICT) Professionals Capability Set

SFIA

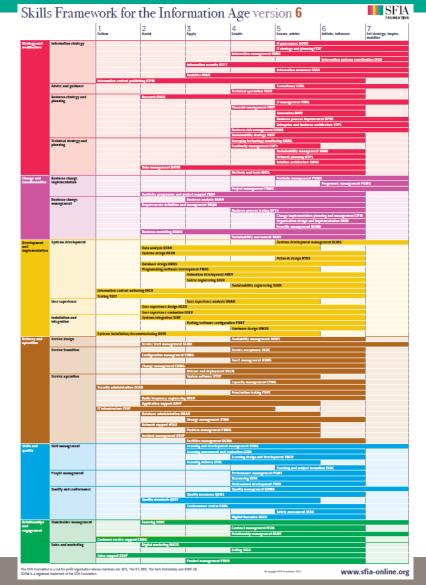


Background

- <u>The Skills Framework for the Information Age Framework (SFIA)</u> is a world recognised framework
- Selected by the ICT and Digital Leadership Group in 2012 as the occupation specific capability set for ICT professionals in the NSW public sector
- SFIA is intended to be used in conjunction with the Capability Framework to support the full range of workforce management activities for ICT professionals
- The NSW Government is licensed to use SFIA as the sector's ICT occupation specific capability set







SFIA comprises 97 skills across 6 categories:

- Strategy and architecture
- Change and transformation
- Development and implementation
- Delivery and operation
- Skills and quality
- Relationships and engagement

SFIA version is updated on a regular basis

- Each capability (skill) comprises an overall definition and up to seven levels describing how the skill might be exercised
- The seven levels of capability do not apply across every skill, reflecting that some skills are required at entry level while others are only required in more senior roles



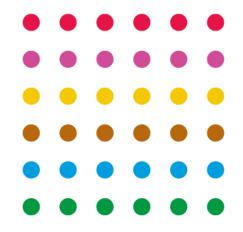




SFIA STRUCTURE

The complete reference guide

Skills Framewo





The SFIA applies in an ICT role description when:

- the work clearly requires specialised ICT knowledge, skill and/or ability
- the specialised ICT work occupies a large part of the role
- the job title is strongly associated with the profession, e.g.
 Systems Administrator, Enterprise Architect
- the 'Primary Purpose', 'Key Accountabilities' and 'Key Challenges' contained in the role description indicate a need for ICT capabilities for successful performance of the role



- Whilst SFIA comprises 97 skills, generally only 3 5 SFIA skills are added to an ICT role (in addition to the NSW Public Sector Capability Framework capabilities)
- SFIA levels do not correspond directly to classifications or grades and will generally only apply to roles above entry level but below agency head
- A SFIA Capability Comparison Guide is available that provides:
 - o an indication of the number of SFIA capability levels (as a range)
 - an outline of the number of focus capabilities (as a range) at each Clerk Grade/Public Service Senior Executive Band



- SFIA describes behaviours, not qualifications
- If a qualification, professional membership or certification for a particular product or technology is an essential requirement for the role, this remains a prerequisite for employment and should be reflected in the "Essential Requirements" section of the role description



To avoid duplication, where a skill appears in the SFIA and the Capability Framework, the core capabilities should take precedence.

For example, skills contained in the SFIA that are adequately covered by capabilities from the Capability Framework, include:

- IT Strategy and Planning described by the capabilities: Plan and Prioritise, Inspire Direction and Purpose, Work Collaboratively and Communicate Effectively
- Performance Management described by the capabilities: Manage and Develop People and Optimise Business Outcomes



Accessing SFIA

Log in Register

The SFIA Framework can be accessed via the SFIA Foundation website

When registering select 'Corporate User' to obtain access



You are here: Home

Registration form

E-mail 🛛

Enter an email address. This will be your login name. We respect your privacy, and will not give the address away to any third parties or expose it anywhere.

A URL will be generated and e-mailed to you; follow the link to reach a page where you can change your password and complete the registration process.

First name

Fill in your given name.

Last name Fill in your surname or your family name.

Free licence
Choose the appropriate free licence for initial access to SFIA materials

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Supporting resources

Sector ICT role descriptions

ICT Capability Assessment Strategy

ICT Capability Framework – An introduction (PPTX 726.7KB)

ICT Capability Comparison Guide (SFIA) (PDF 304.7KB)

NSW Public Sector Capability Framework

Enquiries: capabilityframework@psc.nsw.gov.au