

# Applying the NSW Public Sector Capability Framework



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NSW Public Service Commission

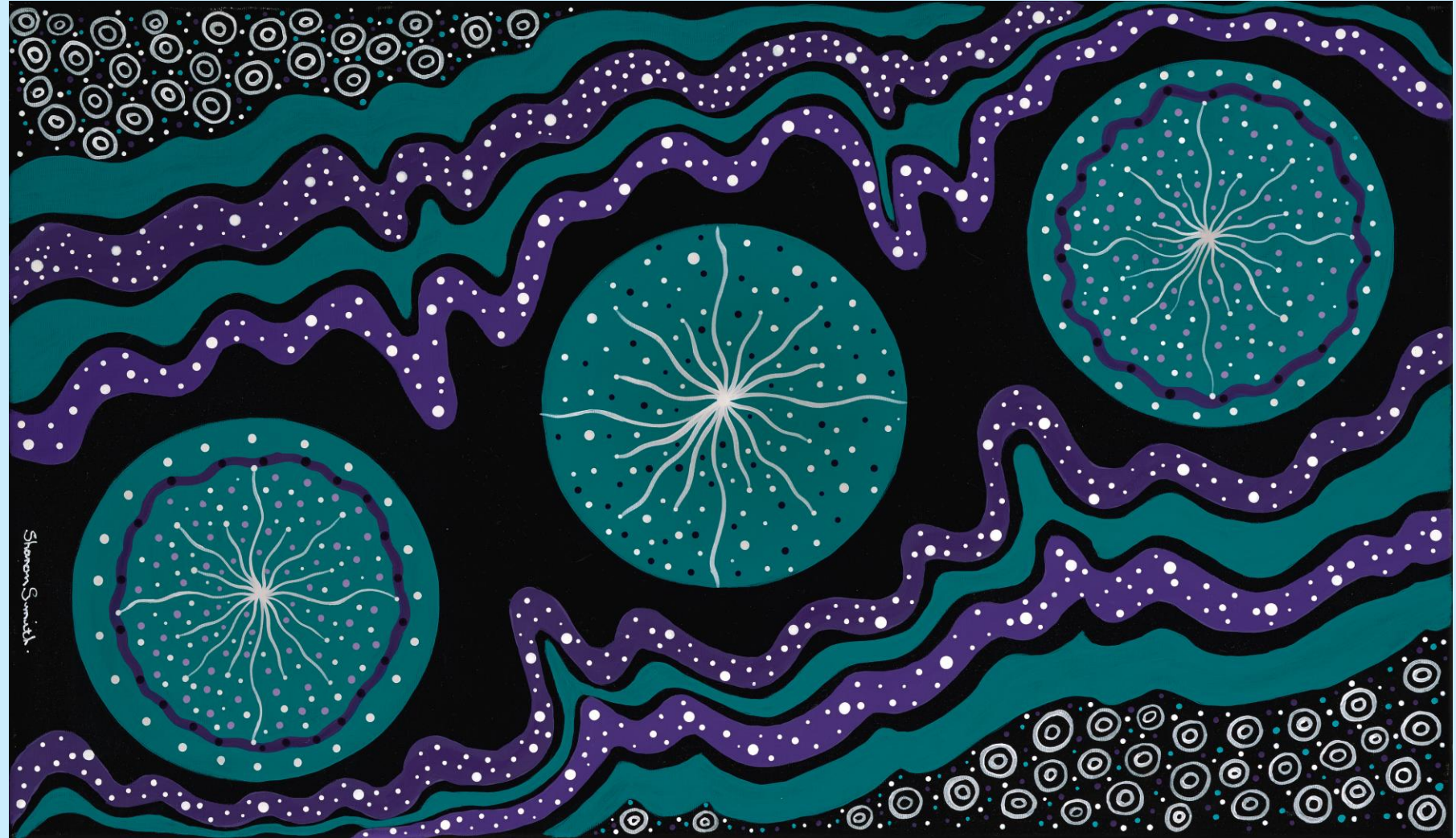
18 April 2024

# Acknowledgement of Country

## Artwork: *Meeting of waters*

Sharon Smith is a descendant of the Wiradjuri tribe of western New South Wales. An emerging artist, Sharon's paintings reflect her love of the natural world. Through her depictions of landscapes, trees and animals, Sharon explores her own personal connection with, and her people's age-old relationship to the earth.

Artist statement about the work: "The three large circles in this painting represent the three rivers of the Wiradjuri country: the Murray, the Lachlan and the Murrumbidgee. The circles on the outside represent waterholes and the white dots are our people travelling up-river gathering food for our ancestors. The rivers were a means of survival and a continuation of life."



# Agenda



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The Capability Framework

Using the Capability Framework & available Resources

Q&A

# 1

## The Capability Framework

Applying the NSW Public Sector Capability Framework

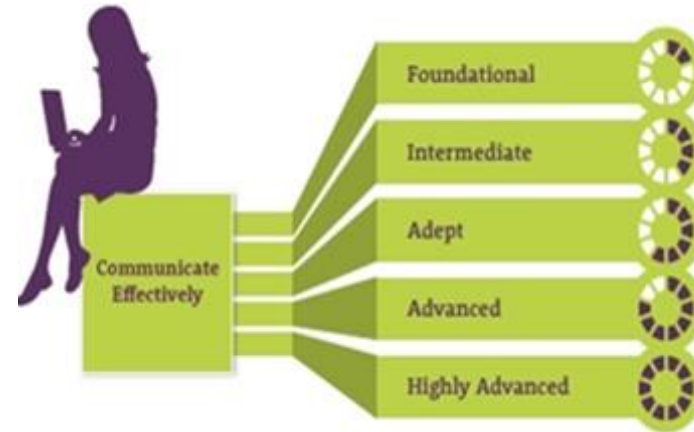
# The Capability Framework



- **Knowledge** - theoretical or practical understanding of a subject
- **Skills** - proficiencies developed through training, experience or practice
- **Abilities** - qualities of being able to do something



# The Capability Framework



## 5 levels

- Progressive increase in complexity and skill
- Cumulative
- Do **not** correspond to grades

# The Capability Framework

**2013:** Capability Framework published

**2016:** Review 1

**2020:** Review 2

- *Value Diversity → Value Diversity and Inclusion.*

**2023:** Review 3 *In progress*

- Incorporating elements from the Digital & Customer Capability Framework.
- Reviewing elements related to Inclusion.



# Why do we use the Capability Framework?



## Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives



### Foundational

- Recognise the importance of customer service and understanding customer needs
- Help customers understand the services that are available
- Take responsibility for delivering services that 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
- Recognise that customer service involves both external and internal customers



### Intermediate

- Focus on providing a positive customer experience
- Support a customer-focused culture in the organisation
- Demonstrate a thorough knowledge of the services provided and relay this knowledge 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
- Cooperate across work areas to improve outcomes for customers



### Adept

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community



### Advanced

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- 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 and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs



### Highly Advanced

- Create a culture that 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



# The Capability Framework - Terms

## Focus Capabilities

- Decided by the employer as being the most important for the effective performance of the role.
- Must be assessed at recruitment (*GSE Rule 3*)
  - Pre-established standards for a role means the capability, knowledge and experience standards for the role.
  - Pre-established standards for the capabilities required for a role are to be expressed as levels against each capability.



## Complementary Capabilities

- Important to performing the role
- Contribute to employee performance and career development
- Not necessarily assessed at recruitment – this is a decision for agencies.

## Occupation Specific Capability Sets

- Describe specialised capabilities for professional, technical or trade-related roles.
- Complement the Capability Framework where roles require specialised capabilities.
- Should not be used to replace the Capability Framework.
  - *Generally, no more than one occupation-specific capability set should apply to a role.*

The Capability Framework

# In summary:

- The Capability Framework was designed to give a common language to describe behaviours expected of public service employees
- The capabilities are cumulative in nature
- Focus capabilities are key to performing the role and must be assessed at recruitment
- Behavioural indicators act as a guide on “how” to perform your role effectively.



# 2

## Using the Capability Framework

Applying the NSW Public Sector Capability Framework

# Using the Capability Framework

## WORKFORCE PLANNING

- Right people in the right roles both for now and in the future

## ROLE DESIGN

- Creating a new role or redesigning an existing role

## RECRUITMENT

- Assessing capabilities, knowledge and experience to make selection decisions

## ONBOARDING

- Defining a capability development plan linked to performance goals

## PERFORMANCE DEVELOPMENT

- Measuring performance and identifying opportunities for performance development in the role or for career advancement



# Using the Capability Framework

## WORKFORCE PLANNING

- Right people in the right roles both for now and in the future



Define what capabilities are needed to achieve strategic objectives



Consider how the capability requirements of your team may change over time.



Evaluate strategies available to address capability gaps such as sourcing external talent or reorganising teams

# Using the Capability Framework

## ROLE DESIGN

- Creating a new role or redesigning an existing role



Filling an existing role



Filling a new role

# Role Design

## *Role Description Development Guidelines*

- Develop effective role descriptions
- Promotes sector wide consistency
- RDs should be reviewed whenever a role becomes available



All parts of the role description help to provide a complete picture of the role.

Each section should have meaningful content to assist employees, managers and job applicants understand the role.

Duplication across sections should be avoided.

# Role Design

## Role Description Builder

HRCop



### Create Role Description

The Role Description Builder allows you to easily populate necessary role description content, including the capabilities required for the role from the [NSW Public Sector Capability Framework](#) and [Occupation Specific Capability Sets](#), to create a role description.

Before you start, review the steps below.



**1. Check the Sector Role Description Library before developing a new role description**



**2. Review the Role Description Development Guidelines**





**3. Tips for using the Role Description builder**



**4. Complete the steps in the guide 'Create a more accessible role description'**

Start New

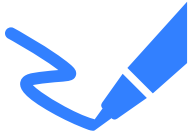
### NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	<b>Deliver Results</b> <i>Achieve results through the efficient use of resources and a commitment to quality outcomes</i>	Foundational ▾
	<b>Plan and Prioritise</b> <i>Plan to achieve priority outcomes and respond flexibly to changing circumstances</i>	Foundational ▾
	<b>Think and Solve Problems</b> <i>Think, analyse and consider the broader context to develop practical solutions</i>	Foundational ▾
	<b>Demonstrate Accountability</b> <i>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</i>	Foundational ▾
	<b>Finance</b> <i>Understand and apply financial processes to achieve value for money and minimise financial risk</i>	Foundational ▾
	<b>Technology</b> <i>Understand and use available technologies to maximise efficiencies and effectiveness</i>	Foundational ▾

# Using the Capability Framework

## RECRUITMENT

- Assessing capabilities, knowledge and experience to make selection decisions



Design your capability  
assessment approach



Assess each focus  
capability using at least  
two assessment types



Assessing written  
applications



# Recruitment

Understand your role in contributing to inclusive recruitment practices where candidates feel supported throughout the process.

## Cultural capability guide

Shaping an inclusive employee experience  
for Aboriginal and Torres Strait  
Islander people



Artwork by Nikita Ridgeway

# Recruitment


## *Navigating Recruitment e-Learning*



- Ethical, merit based recruitment
- 45 minutes to complete or 5-10 minutes per module
- Certificate of completion

# Recruitment

## *Capability Application Tool*

Capability group	Capability name	Required level
 <b>Personal Attributes</b>	Display Resilience and Courage	Intermediate ▼
	Act with Integrity	Advanced ▼
	Manage Self	Foundational ▼
	Value Diversity and Inclusion	Foundational ▼

### Sample interview questions

Describe an unpopular decision you had to make and how you communicated that to stakeholders.

Describe a recent stressful negotiation you were involved in. How did you handle it and what was the outcome?

# Using the Capability Framework

## ONBOARDING

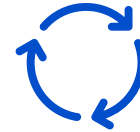
- Defining a capability development plan linked to performance goals



Before they start



Clarify role expectations



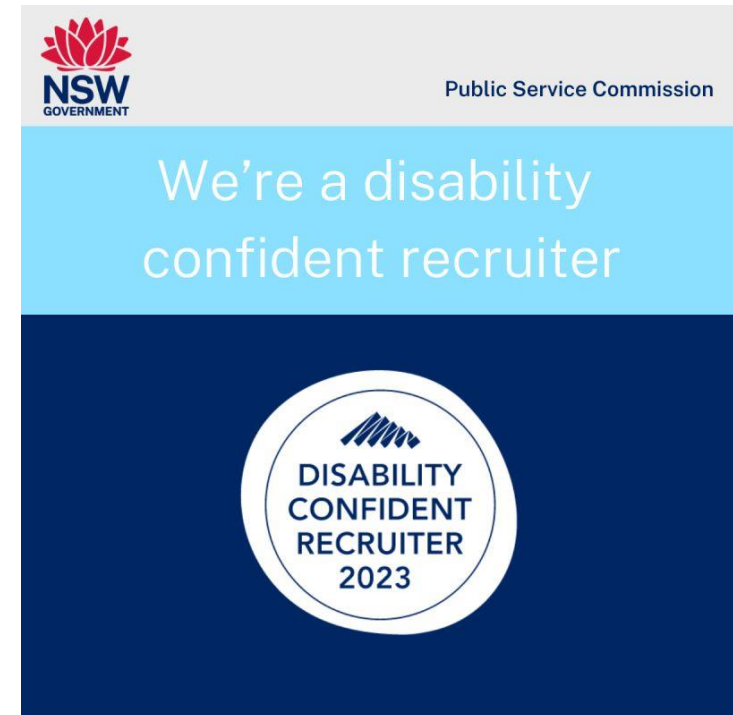
Plan regular meetings

# Onboarding

Understand your role in contributing to inclusive workplaces where team members are enabled and supported at work.

## Manager's Disability Inclusion Toolkit

Helping you shape an inclusive employee experience for people with disability





# Using the Capability Framework

## PERFORMANCE DEVELOPMENT

- Measuring performance and identifying opportunities for performance development in the role or for career advancement



Prepare for regular  
development discussions



Support employee career  
planning



Review team performance



# Performance Development

Capability Name	CG 7/8		CG 9/10
Display Resilience and Courage	Intermediate		Intermediate
Act with Integrity	<b>Intermediate</b>		Adept
Manage Self	<b>Intermediate</b>	↑	<b>Adept</b>
Value Diversity & Inclusion	Foundational		Intermediate
Communicate Effectively	<b>Adept</b>	↑	<b>Advanced</b>
Commit to Customer Service	<b>Intermediate</b>	↑	<b>Adept</b>
Work Collaboratively	Intermediate	↑	<b>Adept</b>
Influence and Negotiate	Intermediate		Adept
Deliver Results	<b>Adept</b>	↔	<b>Adept</b>
Plan and Prioritise	<b>Adept</b>	←	Intermediate
Think and Solve Problems	Intermediate	↑	<b>Adept</b>
Demonstrate Accountability	Intermediate		Intermediate
Finance	Foundational		Intermediate
Technology	Intermediate		Intermediate
Procurement and Contract Management	Foundational		Intermediate
Project Management	<b>Intermediate</b>	↑	<b>Adept</b>
Manage and Develop People		↑	<b>Intermediate</b>
Inspire Direction and Purpose		↑	<b>Intermediate</b>
Optimise Business Outcomes			Intermediate
Manage Reform and Change			Intermediate

# Performance Development

## *Capability Discovery Tool*

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## Recommended Development

### Display Resilience and Courage (Foundational)



1. Do you approach new situations and work with an open mind? Acknowledging your fears and frustrations during periods of change will allow you to question their basis and develop strategies to manage them. Discuss the purpose and benefits of the change with your team: what opportunities are available?
2. Talk with your team about feelings of instability or discomfort: are you able to help introduce others to a new system, or do you need assistance? Share thoughts and insights, achievements and goals.
3. How effectively do you monitor your emotions? Objectively evaluate feedback and criticism, accept what works and put it into practice, and leave the rest of it behind without developing hard feelings. Proactively prepare a stress-reduction strategy that works for you, and use it to break any pattern of non-constructive mindsets/emotions when you are experiencing anxiety (for example, by taking regular breaks and practising mindful breathing).

# Check in:



Of the resources mentioned, which ones have you used before?

# Performance Development – People Manager Hub

Learning opportunities and resources in the NSW public sector.

- Masterclasses
- Group mentoring program
- Resources for people managers

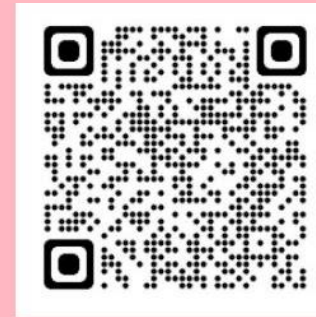
People Manager Fundamentals e-Learning

## **Masterclass #1: Inspiring Outstanding Performance**



A number of professions in the NSW Public Sector are supported by Communities of Practice.

**Register to become a member today to join events, share best practices and shape the work we do in the NSW Public Sector.**



[comprac.nsw.gov.au/join](https://comprac.nsw.gov.au/join)





# Feedback Request

<https://forms.office.com/r/zPEC8HG4e0>

Capability Framework information  
session for managers







# Q&A