Applying the NSW Public Sector Capability Framework

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NSW Public Service Commission

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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."

Enabling a world class public service
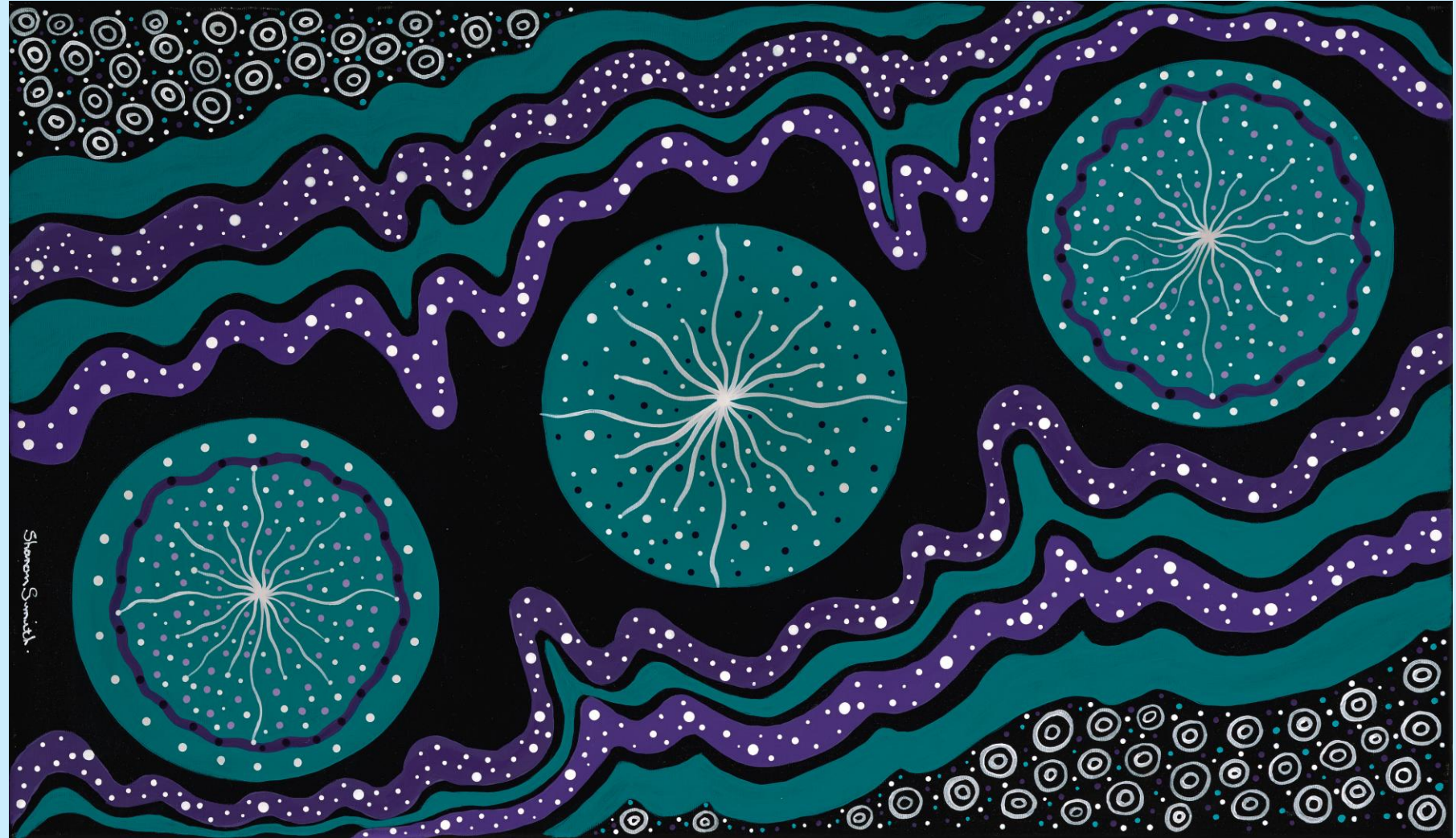
Agenda

The Capability Framework

Using the Capability Framework & available Resources

Q&A

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The Capability Framework
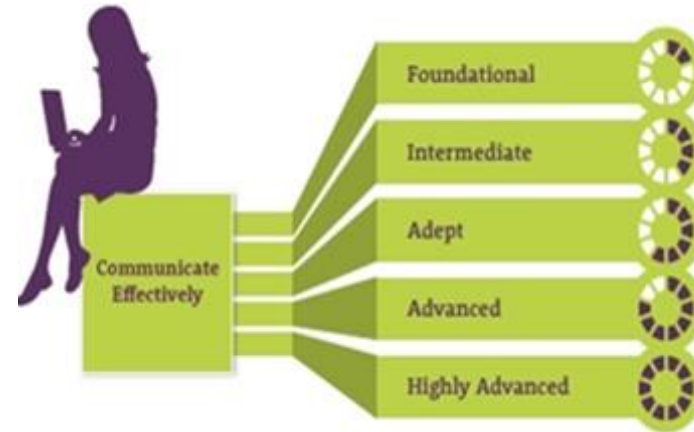
Applying the NSW Public Sector Capability Framework

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

Personal Attributes
Display Resilience and Courage
Act with Integrity
Manage Self
Value Diversity and Inclusion

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

Results
Deliver Results
Plan and Prioritise
Think and Solve Problems
Demonstrate Accountability

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

Personal Attributes

Relationships

Results

Business Enablers

People Management

Communicate Effectively — Foundational — Intermediate — Adept — Advanced — Highly Advanced

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?

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.

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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

Role information

Department / agency overview

Primary purpose of the role

Key accountabilities

Key challenges

Key relationships

Role dimensions

Key knowledge and experience

Essential requirements

Capabilities for the role

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

Using the Capability Framework

RECRUITMENT

- Assessing capabilities, knowledge and experience to make selection decisions
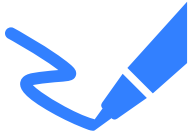
Design your capability assessment approach

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.

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
Personal Attributes	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
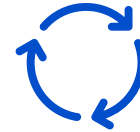
Plan regular meetings

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

NSW GOVERNMENT — Public Service Commission

We're a disability confident recruiter

DISABILITY CONFIDENT RECRUITER 2023
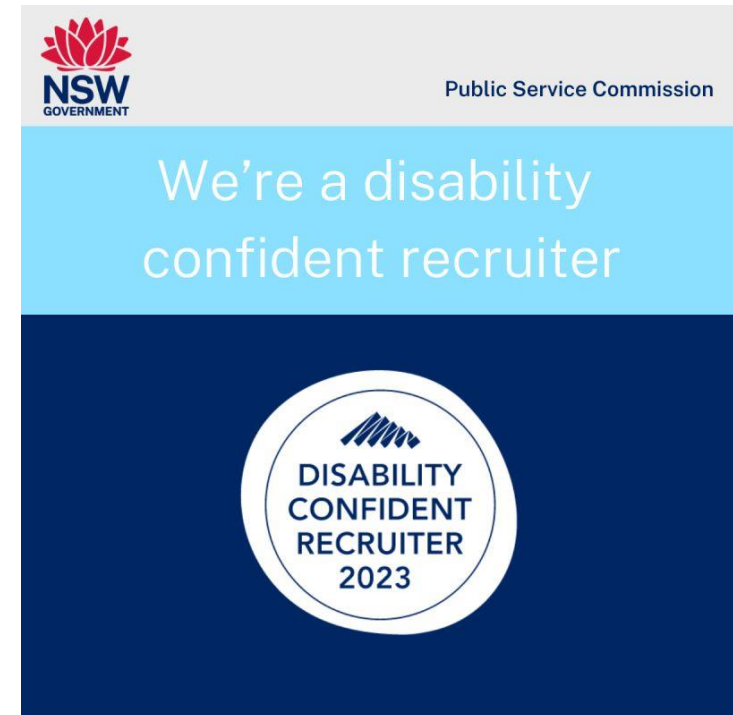
Using the Capability Framework

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	**Intermediate**		Adept
Manage Self	**Intermediate**	⬆	**Adept**
Value Diversity & Inclusion	Foundational		Intermediate
Communicate Effectively	**Adept**	⬆	**Advanced**
Commit to Customer Service	**Intermediate**	⬆	**Adept**
Work Collaboratively	Intermediate	⬆	**Adept**
Influence and Negotiate	Intermediate		Adept
Deliver Results	**Adept**	⬌	**Adept**
Plan and Prioritise	**Adept**	⬅	Intermediate
Think and Solve Problems	Intermediate	⬆	**Adept**
Demonstrate Accountability	Intermediate		Intermediate
Finance	Foundational		Intermediate
Technology	Intermediate		Intermediate
Procurement and Contract Management	Foundational		Intermediate
Project Management	**Intermediate**	⬆	**Adept**
Manage and Develop People		⬆	**Intermediate**
Inspire Direction and Purpose		⬆	**Intermediate**
Optimise Business Outcomes			Intermediate
Manage Reform and Change			Intermediate

Performance Development
Capability Discovery Tool

Recommended Development

Display Resilience and Courage (Foundational) 🔵 Meets

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
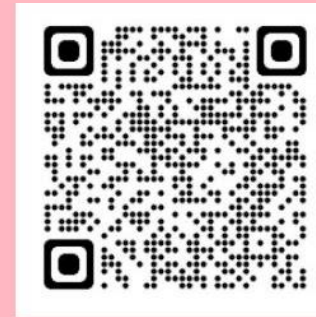
- Resources for people managers

People Manager Fundamentals e-Learning

Masterclass #1:
Inspiring Outstanding Performance

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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

ComPrac communities

Customer Experience Professionals	Finance Professionals	HR Professionals	ICT Professionals	Policy Professionals
Procurement Professionals	Asset Management Professionals	Cyber Security Professionals	Communications Professionals	Digital Professionals

Feedback Request

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

Capability Framework information session for managers

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Q&A

Public Service Commission

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