Filling a role

Things to think about

My organisation and team objectives

The capabilities needed now and in the future to deliver the objectives

The capabilities my team has now

Whether to bring in, borrow or build the capabilities needed

Key actions

Identify your team's capability needs and options to fill these

- Use the Capability Framework to consider the capabilities of your team, and where there are gaps. Do you need to bring in someone with the capabilities to fill the gaps, or can you develop capabilities in your existing team?

- Think beyond the usual recruitment process — you might source individuals with the capabilities you need through:
  - Secondments
  - Transfers from another team or agency
  - Recruitment pools established by your agency or another agency
  - Internship programs
  - Contingent labour

Refer to existing workforce plans and speak with your local HR team for ideas, and refer to the Fill a Role Decision Tree.

The ICT career pathway framework may also indicate employees in ICT roles with the potential to develop capabilities in areas where there are gaps.

Points to remember

- Identify the capabilities your team will require to achieve its business objectives

- Don't just launch into recruitment when a vacancy arises. Look for creative solutions that increase mobility of employees across the sector and create career opportunities

- Review and shape the role description and selection process to suit the team's and the organisation's current and future needs

- Use a relevant role description from the Sector Role Description Library or create your own with the Role Description Builder

- Refer to the Recruitment and Selection Guides to help plan your approach

The **Capability Framework** describes the core capabilities or knowledge, skills and abilities public sector employees require to perform their roles effectively. The Framework provides a common foundation for workforce management and career development activities.

Capability Framework
NSW Public Sector

Key actions continued

Plan to source the capabilities you need

- If you are filling an existing role, review the role description, which lists the required capability levels. Are the focus capabilities listed still the most important capabilities required to perform the role effectively? Are there other gaps in your team's capability that may also need to be filled?

- If the role is a new role, check the Sector Role Description Library for a relevant role description or create your own using the Role Description Builder. Identify the capability levels your new hire will need by reviewing the NSW Public Capability Framework and Occupation Specific Capability Sets. Think about the behavioural indicators for each 'focus' capability – what is most critical for effective performance of the role?

- Design your capability assessment approach, referring to the Recruitment and Selection Guides. Make appropriate reasonable adjustments particularly for identified roles. You should also consider the future needs of the organisation, and whether the successful candidate may be assigned to a different role in the future. Will a different capability profile be required?

- Look for evidence that candidates have the technical knowledge, essential requirements and other attributes for the role.

- Review each candidate's written application, including their CV and response to any targeted questions. Search for keywords and examples that describe how the candidate's previous experience demonstrates the required capabilities: the behavioural indicators will assist you in this task.

- If your agency uses it, access the Capability Assessment Scoring Tool (CAST) to record each candidate's capability levels and refer to them later when you are creating development and succession plans for your team. For more information, speak with your HR team or iworkforNSW support 1800 562 679.

Toolkit

- Recruitment and Selection Guides
- Occupation Specific Capability Sets
- Sector Role Description Library
- Role Description Builder
- NSW Government job search: iworkfor.nsw.gov.au
- The Talent Acquisition Scheme (SCM0012)
- ICT Capability Assessment Strategy (for ICT professionals)
- ICT Career Pathway Framework (for ICT professionals)
- Agency developed resources

Capability Framework
NSW Public Sector

The **Capability Framework** describes the core capabilities or knowledge, skills and abilities public sector employees require to perform their roles effectively. The Framework provides a common foundation for workforce management and career development activities.