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 NSW Public Sector Capability Framework (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
- 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
- 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

## Occupation Specific
- e.g. ICT, HR, Finance, Legal, Procurement

---

**Integrity, Trust, Service & Accountability**
Current sector wide occupational specific capability sets

- Finance
- Procurement
- Human Resources

Information & Communications Technology

Integrity, Trust, Service & Accountability
• 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’.
A large range of sector role descriptions 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.
# The Finance Professionals Capability Set at a Glance

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

How to read the Finance Professionals Capability Set

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

Finance Operations and Systems
Ensure appropriate reliability and integrity of financial information and systems, and effective governance, risk management and controls over transactional processes

Level 1
Understand the principles and processes
of financial accounting systems
Level 2
Leverage technology to enhance financial accuracy and reliability
Level 3
Improve the timeliness and accuracy of financial reporting and analysis
Level 4
Identify and implement improvements to financial reporting and analysis processes
Level 5
Implement new financial reporting and analysis tools

Behavioural indicators
A set of statements illustrating the type of behaviours expected at each level
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
• 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.
### The Procurement Professionals Capability Set at a Glance

<table>
<thead>
<tr>
<th>Capability</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Procurement Leadership</td>
<td>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</td>
</tr>
<tr>
<td>Procurement Analysis</td>
<td>Gather and evaluate information on the market, business needs, categories, key suppliers, the supply chain and contextual factors to inform procurement decisions</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Select suppliers of required goods and services based on market evaluation, capability and alignment to the strategic procurement directions of the organisation</td>
</tr>
<tr>
<td>Commercial Negotiation</td>
<td>Plan, conduct and analyse the outcomes of commercial negotiations to achieve business objectives</td>
</tr>
<tr>
<td>Procurement Risk Management</td>
<td>Identify, assess and mitigate procurement risks</td>
</tr>
<tr>
<td>Supplier Relationship Management</td>
<td>Establish constructive and innovative strategic relationships based on driving value through appropriate long term relationships</td>
</tr>
<tr>
<td>Contract Management</td>
<td>Effectively manage the performance of suppliers through robust contract frameworks, successfully delivering contractual obligations</td>
</tr>
<tr>
<td>Legislative and Policy Environment</td>
<td>Ensure that the planning, management and delivery of procurement outcomes is fully consistent with all relevant legislative, probity and policy requirements</td>
</tr>
<tr>
<td>Contract Law</td>
<td>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</td>
</tr>
<tr>
<td>Cost Management</td>
<td>Analyse cost make up and financial information and assess financial risk within a market to inform procurement planning, control and decision making</td>
</tr>
</tbody>
</table>
How to read the Procurement Professionals Capability Set

**Five levels with descriptive behaviours**

### Strategic Sourcing

**Level 1**
Determine a range of straightforward goods/services
- Effectively engage with internal and external stakeholders on major procurement matters

**Level 2**
- Prepare a range of complex goods/services
- Coordinate with internal stakeholders to determine procurement business needs and strategies to meet and manage stakeholder expectations

**Level 3**
- Engage with suppliers and internal stakeholders to develop effective communication and coordinating
- Assess the value and potential of a supplier to meet business needs

**Level 4**
- Lead the development of strategic supplier relationships within key markets and commercial arrangements to ensure that procurement activities are aligned with business needs
- Facilitate the establishment of strategic partnerships

**Level 5**
- Lead complex projects and manage key stakeholders to deliver outcomes
- Coach and support category managers and procurement professionals in determining and managing key performance indicators

### Behavioural Indicators

A set of statements illustrating the type of behaviours expected at each level

**Level 1**
- Reflect a progressive increase in complexity and skill

**Level 2**
- Propose a range of complex goods/services
- Propose a range of complex goods/services

**Level 3**
- Propose a range of complex goods/services
- Propose a range of complex goods/services

**Level 4**
- Propose a range of complex goods/services
- Propose a range of complex goods/services

**Level 5**
- Propose a range of complex goods/services
- Propose a range of complex goods/services

### 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
Supporting resources

**Procurement Professionals Capability Set**

**Procurement sector role descriptions**

**NSW Public Sector Capability Framework**

Enquiries: [capabilityframework@psc.nsw.gov.au](mailto:capabilityframework@psc.nsw.gov.au)
Human Resources Professionals Capability Set
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

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

How to read the Human Resources Capability Set

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

---

**Workforce Relations**
Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements

**Level 1**
Reflect a progressive increase in complexity and skill

- Understand legislation, industrial awards, agreements and instruments, and their application
- Provide information to managers and employees about employee health, safety and wellbeing policies and practices
- Provide basic assistance and information to managers and employees on the content of employment legislation, industrial awards and agreements

**Behavioural Indicators**
A set of statements illustrating the type of behaviour expected at each level

- Support managers to develop their knowledge of workplace relations strategy, policies and processes
- Provide basic assistance to the organisation as workforce relations consultants and negotiators

---

**Level 2**

- Apply knowledge of legislation, industrial awards, agreements and instruments to support the organisation's effective participation in workplace relations consultation and negotiation processes
- Provide guidance to managers and employees on more complex workplace relations issues, facilitating outcomes as necessary

---

**Level 3**

- Advise and develop workplace relations strategies and policies and procedures to support the organisation's effective participation in workplace relations consultation and negotiation processes
- Support managers to develop their knowledge of workplace relations strategy, policies and procedures
- Develop and maintain relevant employee relations documentation, ensuring all contracts/agreements, policies and procedures are updated and comply with current legislation

---

**Level 4**

- Advise managers and leaders, senior practitioners and represent the organisation in consultation and negotiations with employee representatives on a range of employment issues
- Manage and develop consultation and negotiation processes and work with managers and leaders to support ongoing communication, consultation, compliance and effective implementation of the organisation's workplace relations and strategy
- Provide a range of services to support the organisation's effective participation in workplace relations and negotiation processes
- Provide advice to managers and leaders about industrial relations policies and procedures, including the development of workplace relations strategy and processes
- Support managers to develop and implement workplace relations policies and procedures
- Support managers to develop and implement workplace relations strategies and policies and procedures
Human Resources Professionals Capability Set

NSW Public Sector Capability Framework

Enquiries: capabilityframework@psc.nsw.gov.au
Information and Communications (ICT) Professionals Capability Set
The Skills Framework for the Information Age (SFIA) Framework 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
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
Applying SFIA in ICT role descriptions

• 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)
  o 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
The SFIA Framework can be accessed via the SFIA Foundation website.

When registering select ‘Corporate User’ to obtain access.
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