

NSW Public Sector Occupation Specific Capability Sets



What are occupation specific capability (OSC) 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





**Information &
Communications Technology**



- 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’

> Administration

Role descriptions for administrative assistant, administrative support officer, administrative officer and administrative coordinator roles.
[Access administration sector role descriptions >>](#)

> 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

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 >>](#)

> Executive

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

> ICT

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

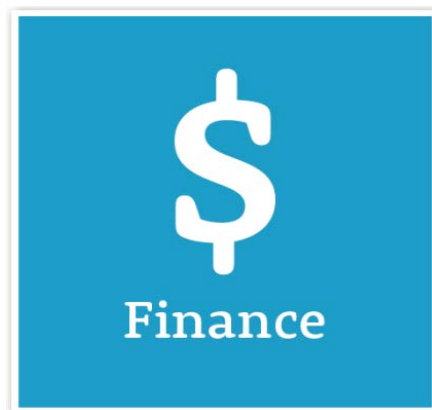
> Project

Role descriptions for assistant project officer, project officer, senior project officer and principal project officer roles.
[Access project sector role descriptions >>](#)

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



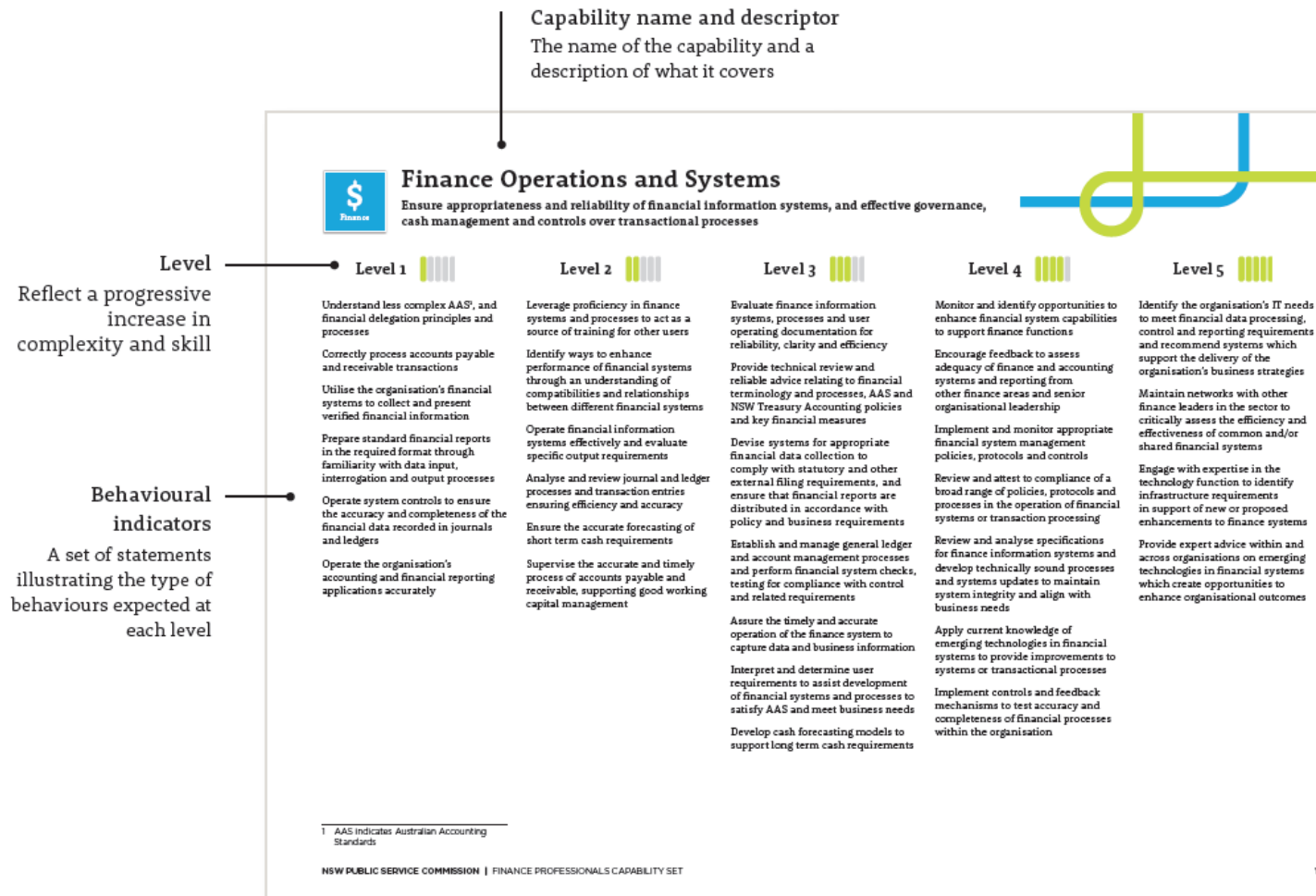
- Designed to be **used in conjunction with the NSW Public Sector Capability Framework** to support the full range of workforce management activities for finance professionals
- Comprises seven capabilities that **define additional knowledge, skills and abilities required for roles within the finance 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

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

How to read the Finance Professionals Capability Set



[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

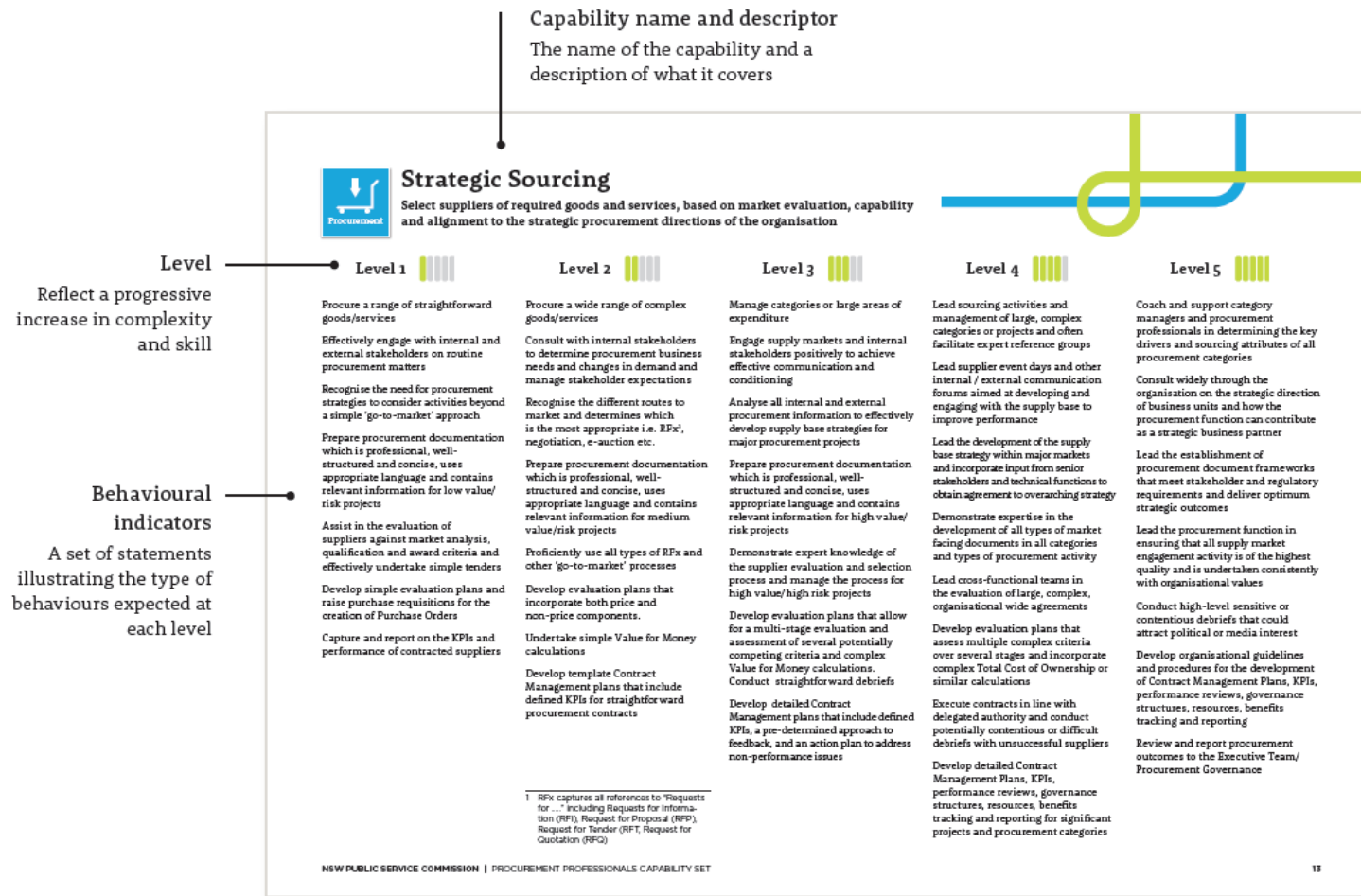


- Selection of each Procurement Professionals capability should be based on the role's Primary Purpose, Key Accountabilities, Key Challenges, Key Relationships
- As a general guide, no more than 3-5 occupation specific capabilities should be included in a role description, in addition to the Capability 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

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

How to read the Procurement Professionals Capability Set



[Procurement Professionals Capability Set](#)

[Procurement sector role descriptions](#)

[NSW Public Sector Capability Framework](#)

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Human Resources Professionals Capability Set



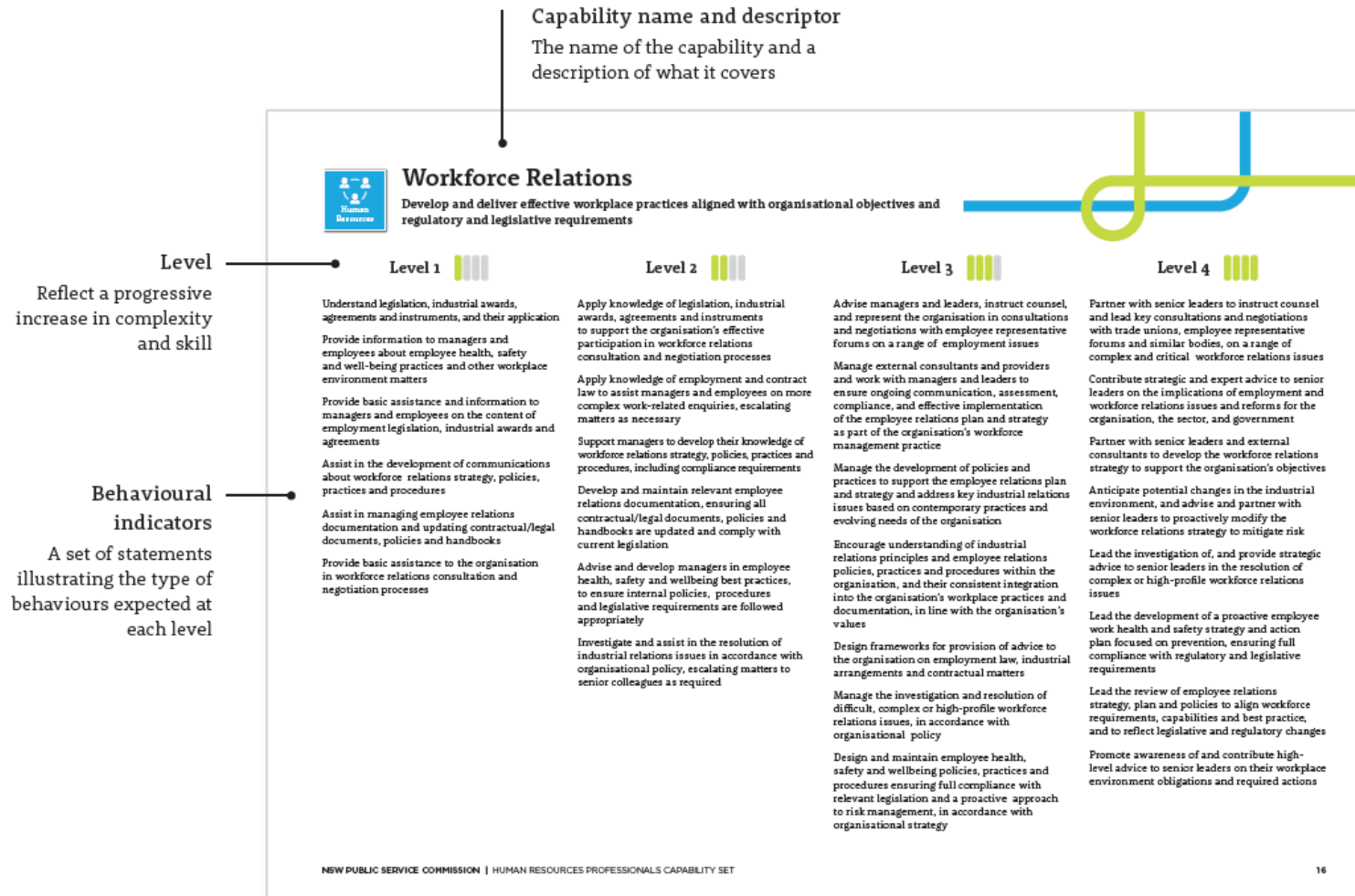
- Designed to **be used in conjunction with the Capability Framework** to support the full range of workforce management activities for human resources professionals
- Comprises **seven capabilities that define additional knowledge, skills and abilities** required for roles within the human resources 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**

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

How to read the Human Resources Capability Set



[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 Framework \(SFIA\)](#) 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

Skills Framework for the Information Age version 6 

	1 Follow	2 Assist	3 Apply	4 Create	5 Ensure, enhance	6 Initiate, influence	7 Set strategy, inspire, mobilise	
Strategy and architecture	Information strategy					IT governance G07P	IT strategy and planning IT0P	
						Information management IM0G	Information systems coordination IS0D	
				Information security IS0Y		Information assurance IM0A		
	Adviser and guidance							
	Business strategy and planning							
	Technical strategy and planning							
Change and transformation	Business change implementation							
	Business change management							
Development and implementation	Systems development							
	User experience							
	Installation and integration							
Delivery and operation	Service design							
	Service transition							
	Service operations							
Skills and quality	Skill management							
	People management							
Quality and conformance								
Relationships and engagement	Stakeholder management							
	Sales and marketing							

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

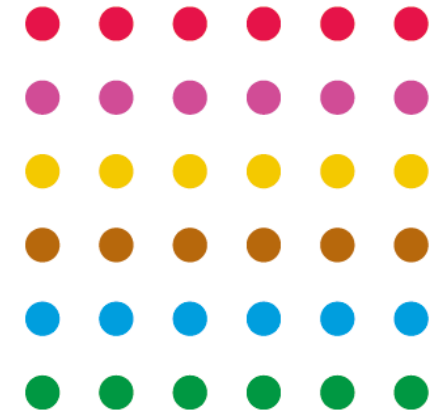
SFIA version is updated on a regular basis

- 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



Skills Framework
for the Information Age

SFIA6
The complete reference guide



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:
 - 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.

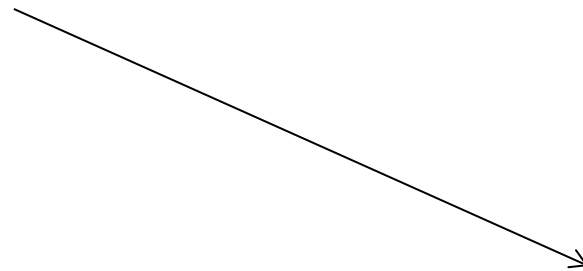
For example, **skills contained in the SFIA that are adequately covered by capabilities from the Capability Framework, include:**

- 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



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.

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Choose the appropriate free licence for initial access to SFIA materials

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[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](#)

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