



Public
Service
Commission



The NSW Public Sector Capability Framework

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Further information

Further information about the NSW Public Sector Capability Framework is available on the Public Service Commission website at www.psc.nsw.gov.au/workforce-management/capability-framework/

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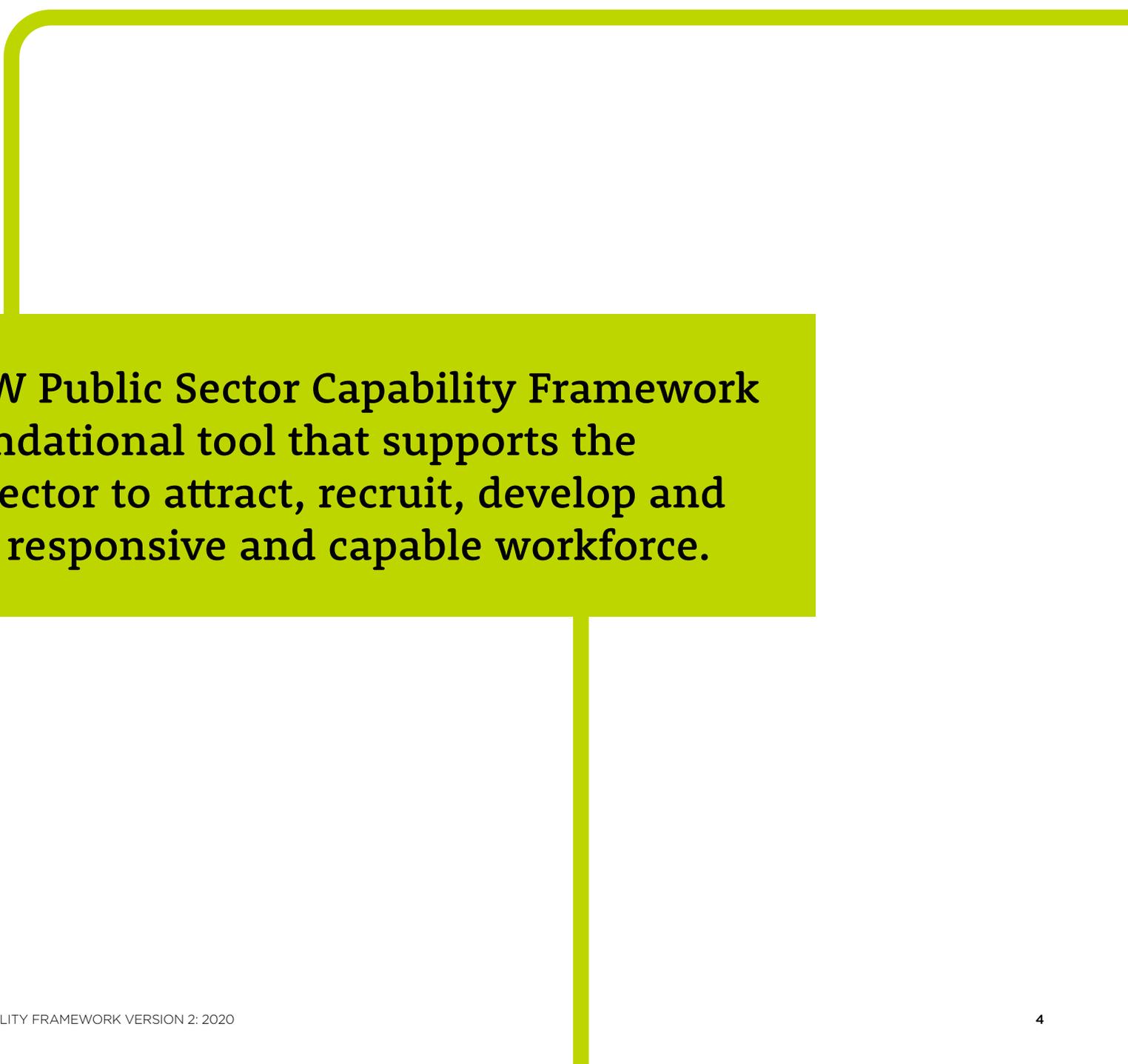
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The NSW Public Sector Capability Framework is a foundational tool that supports the public sector to attract, recruit, develop and retain a responsive and capable workforce.

About the NSW Public Sector Capability Framework

The NSW Public Sector Capability Framework (Capability Framework) describes the capabilities and associated behaviours expected of NSW public sector employees.

The Capability Framework gives the large and diverse public sector a shared language to describe the capabilities needed to perform work at different levels across different occupation groups.

The Capability Framework underpins consistent practices across the public sector in all areas of workforce management, including:

- **standardised job design and role descriptions**, where capability requirements align with the purpose, accountabilities and challenges of a role
- **recruitment practices** that focus on assessing a person's capabilities at the level needed for a role
- **performance development practices** that help managers and staff to have a clear and common understanding of role expectations and areas for development
- **mobility**, where common descriptions of role requirements and capabilities help staff move between roles
- **learning and development** activities aligned to specific capabilities
- **career planning** conversations and activities that focus on developing capabilities to help staff progress to new roles
- **workforce planning** by identifying current and future workforce capability needs and gaps.

Structure of the Capability Framework

Capabilities

Capabilities are the

- **knowledge** (theoretical or practical understanding of a subject)
- **skills** (proficiencies developed through training, experience or practice) and
- **abilities** (qualities of being able to do something)

needed to perform a role.

The Capability Framework has 20 capabilities that describe the knowledge, skills and abilities commonly required in NSW public sector roles.

Capability groups

The capabilities are organised into five groups: Personal Attributes, Relationships, Results, Business Enablers and People Management.

The capabilities in the Personal Attributes, Relationships and Results groups apply to all roles.

The capabilities in the Business Enablers group are non-specialist capabilities for Finance, Technology, Procurement and Contract Management and Project Management. These apply to most roles.

The capabilities in the People Management group are only for roles with manager responsibilities.

The capability groups work together to provide an understanding of the knowledge, skills and abilities needed by public sector employees.

Capability levels

Each capability has five levels that show a progressive increase in complexity and skill. The levels are Foundational, Intermediate, Adept, Advanced and Highly Advanced.

The cumulative nature of capability levels means a person should be able to show the behaviours required at each level up to and including the capability level needed for their role.

The five capability levels do not correspond to grades. The capability level for each capability can vary depending on the functions of the role.

Behavioural indicators

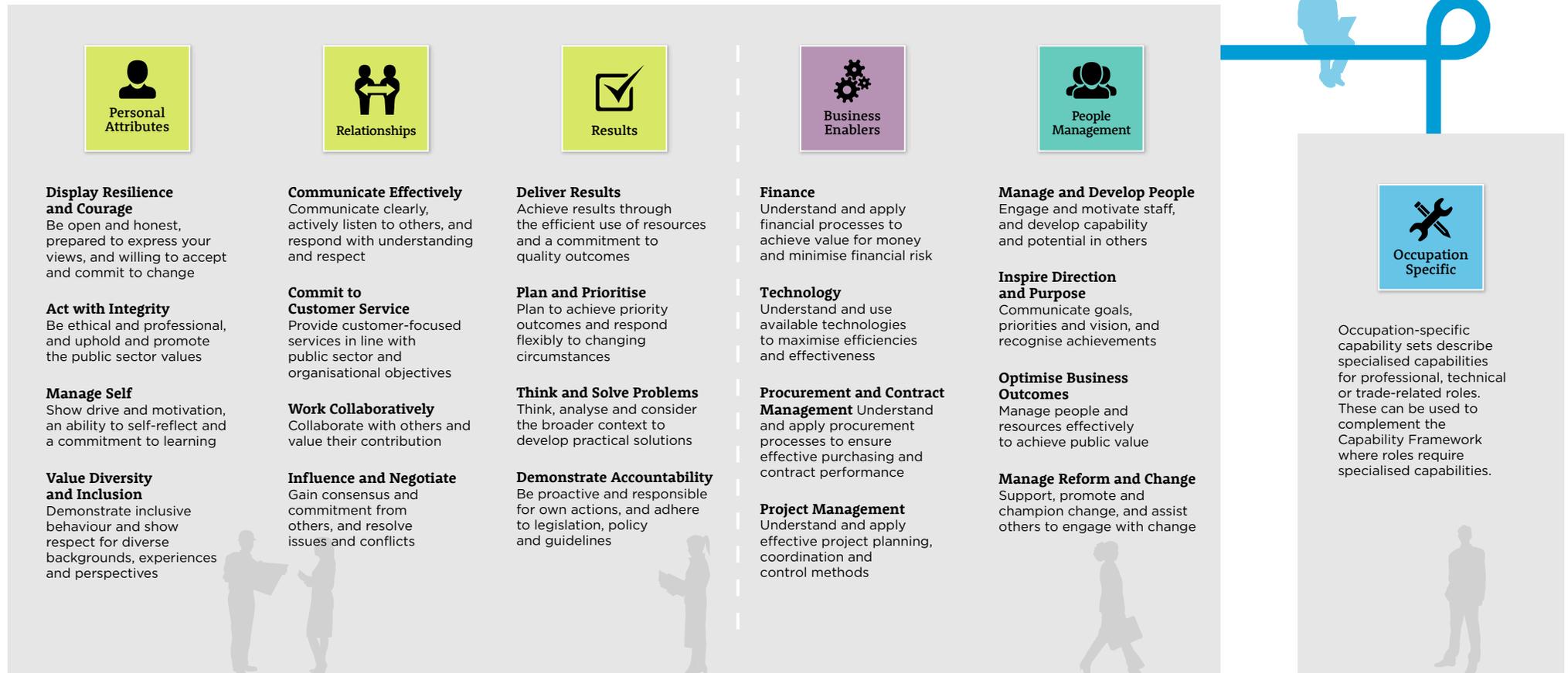
Behavioural indicators describe the types of behaviours (the 'how') or actions that suggest effective performance at each capability level. They are not an exhaustive list and not every indicator is relevant to every role.

The groups of capabilities

The NSW Public Sector Capability Framework describes 16 capabilities across four core groups: Personal Attributes, Relationships, Results and Business Enablers. A further four capabilities within the People Management group are for employees who manage people.

The capability groups work together to provide an understanding of the knowledge, skills and abilities required by public sector employees.

Capabilities required by the NSW public sector workforce



How to read the capabilities

Capability name and descriptor

The name of the capability and an explanation of what it covers.

Capability group

A set of related capabilities.



Display Resilience and Courage

Be open and honest, prepared to express your views, and willing to accept and commit to change



Foundational

- Be open to new ideas and approaches
- Offer own opinion, ask questions and make suggestions
- Adapt well to new situations
- Do not give up easily when problems arise
- Remain calm in challenging situations



Intermediate

- Be flexible and adaptable and respond quickly when situations change
- Offer own opinion and raise challenging issues
- Listen when ideas are challenged and respond appropriately
- Work through challenges
- Remain calm and focused in challenging situations



Adept

- Be flexible, show initiative and respond quickly when situations change
- Give frank and honest feedback and advice
- Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately
- Raise and work through challenging issues and seek alternatives
- Remain composed and calm under pressure and in challenging situations



Advanced

- Remain composed and calm and act constructively in highly pressured and unpredictable environments
- Give frank, honest advice in response to strong contrary views
- Accept criticism of own ideas and respond in a thoughtful and considered way
- Welcome new challenges and persist in raising and working through novel and difficult issues
- Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues



Highly Advanced

- Create a culture that encourages and supports openness, persistence and genuine debate around critical issues
- Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change
- Raise critical issues and make tough decisions
- Respond to significant, complex and novel challenges with a high level of resilience and persistence
- Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations

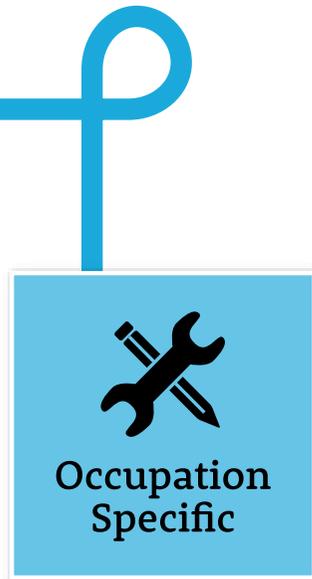
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Level descriptor

Shows the capability level, with a progressive increase in complexity and skill from Foundational to Highly Advanced.

Behavioural indicators

Describe the types of behaviours expected at each capability level. Used together, these provide a picture of the capability required for the role.



Occupation-specific capability sets

Occupation-specific capability sets describe specialised capabilities for professional, technical or trade-related roles.

These can be used to complement the Capability Framework where roles require specialised capabilities. They should not be used to replace the Capability Framework.

The Public Service Commission has coordinated the development of a number of occupation-specific capability sets for common sector occupations, such as Finance, Legal, Human Resources and Procurement. The externally developed Skills Framework for the Information Age is designated for use with public sector ICT roles.

Agencies may also use their own internally developed occupation-specific capability sets, or external frameworks such as cross-jurisdictional standards or those offered by professional associations.

Use the core capabilities from the Capability Framework where there are overlaps with other frameworks.



Personal Attributes



Display Resilience and Courage

Be open and honest, prepared to express your views, and willing to accept and commit to change



Foundational

Be open to new ideas and approaches

Offer own opinion, ask questions and make suggestions

Adapt well to new situations

Do not give up easily when problems arise

Remain calm in challenging situations



Intermediate

Be flexible and adaptable and respond quickly when situations change

Offer own opinion and raise challenging issues

Listen when ideas are challenged and respond appropriately

Work through challenges

Remain calm and focused in challenging situations



Adept

Be flexible, show initiative and respond quickly when situations change

Give frank and honest feedback and advice

Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately

Raise and work through challenging issues and seek alternatives

Remain composed and calm under pressure and in challenging situations



Advanced

Remain composed and calm and act constructively in highly pressured and unpredictable environments

Give frank, honest advice in response to strong contrary views

Accept criticism of own ideas and respond in a thoughtful and considered way

Welcome new challenges and persist in raising and working through novel and difficult issues

Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues



Highly Advanced

Create a culture that encourages and supports openness, persistence and genuine debate around critical issues

Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change

Raise critical issues and make tough decisions

Respond to significant, complex and novel challenges with a high level of resilience and persistence

Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations



Act with Integrity

Be ethical and professional, and uphold and promote the public sector values



Foundational

Behave in an honest, ethical and professional way

Build understanding of ethical behaviour

Follow legislation, policies, guidelines and codes of conduct that apply to your role and organisation

Speak out against misconduct and illegal and inappropriate behaviour

Report apparent conflicts of interest



Intermediate

Represent the organisation in an honest, ethical and professional way

Support a culture of integrity and professionalism

Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct

Recognise and report misconduct and illegal and inappropriate behaviour

Report and manage apparent conflicts of interest and encourage others to do so



Adept

Represent the organisation in an honest, ethical and professional way and encourage others to do so

Act professionally and support a culture of integrity

Identify and explain ethical issues and set an example for others to follow

Ensure that others are aware of and understand the legislation and policy framework within which they operate

Act to prevent and report misconduct and illegal and inappropriate behaviour



Advanced

Model the highest standards of ethical and professional behaviour and reinforce their use

Represent the organisation in an honest, ethical and professional way and set an example for others to follow

Promote a culture of integrity and professionalism within the organisation and in dealings external to government

Monitor ethical practices, standards and systems and reinforce their use

Act promptly on reported breaches of legislation, policies and guidelines



Highly Advanced

Champion and model the highest standards of ethical and professional behaviour

Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations

Set, communicate and evaluate ethical practices, standards and systems and reinforce their use

Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports

Act promptly and visibly to prevent and respond to unethical behaviour



Manage Self

Show drive and motivation, an ability to self-reflect and a commitment to learning



Foundational

- Be willing to develop and apply new skills
- Show commitment to completing assigned work activities
- Look for opportunities to learn and develop
- Reflect on feedback from colleagues and stakeholders



Intermediate

- Adapt existing skills to new situations
- Show commitment to achieving work goals
- Show awareness of own strengths and areas for growth, and develop and apply new skills
- Seek feedback from colleagues and stakeholders
- Stay motivated when tasks become difficult



Adept

- Keep up to date with relevant contemporary knowledge and practices
- Look for and take advantage of opportunities to learn new skills and develop strengths
- Show commitment to achieving challenging goals
- Examine and reflect on own performance
- Seek and respond positively to constructive feedback and guidance
- Demonstrate and maintain a high level of personal motivation



Advanced

- Act as a professional role model for colleagues, set high personal goals and take pride in their achievement
- Actively seek, reflect and act on feedback on own performance
- Translate negative feedback into an opportunity to improve
- Take the initiative and act in a decisive way
- Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation



Highly Advanced

- Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning
- Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour
- Manage challenging, ambiguous and complex issues calmly and logically
- Model initiative and decisiveness



Value Diversity and Inclusion

Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives



Foundational

Acknowledge and respect diverse cultures, backgrounds, experiences, perspectives, values and beliefs

Seek and understand the contributions and perspectives of others

Be aware of own personal values and biases that may affect others

Contribute to a supportive and safe working environment



Intermediate

Be responsive to diverse cultures, backgrounds, experiences, perspectives, values and beliefs

Seek participation from others who may have different backgrounds, perspectives and needs

Be open to different perspectives and experiences in generating ideas and solving problems

Adapt well in diverse environments

Respond constructively to feedback regarding observations of bias in language or behaviour



Adept

Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders

Demonstrate cultural sensitivity, and engage with and integrate the views of others

Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences

Recognise and adapt to individual abilities, differences and working styles

Support initiatives that create a safe and equitable workplace and culture in which differences are valued

Recognise and manage bias in interactions and decision making



Advanced

Encourage and include diverse perspectives in the development of policies and strategies

Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes

Build and monitor a workplace culture that enables diversity and fair and inclusive practices

Implement practices and systems to ensure that individuals can participate to their fullest ability

Recognise the value of individual differences to support broader organisational strategies

Address non-inclusive behaviours, practices and attitudes within the organisation

Champion the business benefits generated by workforce diversity and inclusive practices



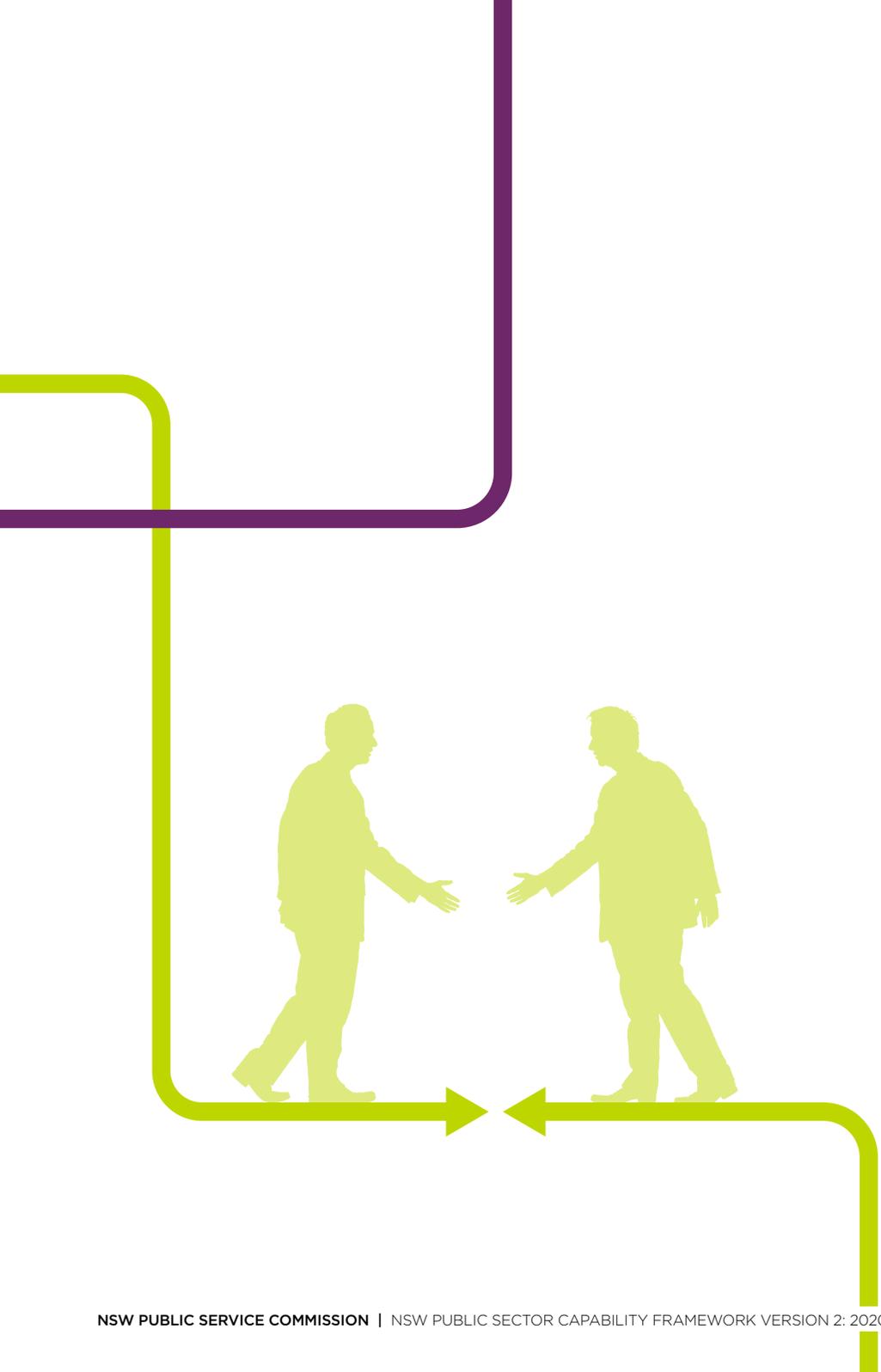
Highly Advanced

Create and drive a culture where all staff practice inclusion and value the diversity of people, experiences and backgrounds

Take advantage of a diverse and inclusive workplace to foster innovation, drive change across the organisation and deliver business outcomes

Drive the design of equitable workplace systems, policies and practices that enable individuals to contribute to their fullest ability

Inspire others to become inclusive leaders by modelling inclusive behaviours in everyday actions



Relationships



Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect



Foundational

Speak at the right pace and volume for diverse audiences

Allow others time to speak

Listen and ask questions to check understanding

Explain things clearly using inclusive language

Be aware of own body language and facial expressions

Write in a way that is logical and easy to follow

Use various communication channels to obtain and share information



Intermediate

Focus on key points and speak in plain English

Clearly explain and present ideas and arguments

Listen to others to gain an understanding and ask appropriate, respectful questions

Promote the use of inclusive language and assist others to adjust where necessary

Monitor own and others' non-verbal cues and adapt where necessary

Write and prepare material that is well structured and easy to follow

Communicate routine technical information clearly



Adept

Tailor communication to diverse audiences

Clearly explain complex concepts and arguments to individuals and groups

Create opportunities for others to be heard, listen attentively and encourage them to express their views

Share information across teams and units to enable informed decision making

Write fluently in plain English and in a range of styles and formats

Use contemporary communication channels to share information, engage and interact with diverse audiences



Advanced

Present with credibility, engage diverse audiences and test levels of understanding

Translate technical and complex information clearly and concisely for diverse audiences

Create opportunities for others to contribute to discussion and debate

Contribute to and promote information sharing across the organisation

Manage complex communications that involve understanding and responding to multiple and divergent viewpoints

Explore creative ways to engage diverse audiences and communicate information

Adjust style and approach to optimise outcomes

Write fluently and persuasively in plain English and in a range of styles and formats



Highly Advanced

Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences

Speak in a highly articulate and influential manner

State the facts and explain their implications for the organisation and key stakeholders

Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations

Anticipate and address key areas of interest for the audience and adapt style under pressure



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



Relationships

Work Collaboratively

Collaborate with others and value their contribution



Foundational

Work as a supportive and cooperative team member, sharing information and acknowledging others' efforts

Respond to others who need clarification or guidance on the job

Step in to help others when workloads are high

Keep the team and supervisor informed of work tasks

Use appropriate approaches, including digital technologies, to share information and collaborate with others



Intermediate

Build a supportive and cooperative team environment

Share information and learning across teams

Acknowledge outcomes that were achieved by effective collaboration

Engage other teams and units to share information and jointly solve issues and problems

Support others in challenging situations

Use collaboration tools, including digital technologies, to work with others



Adept

Encourage a culture that recognises the value of collaboration

Build cooperation and overcome barriers to information sharing and communication across teams and units

Share lessons learned across teams and units

Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work

Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services



Advanced

Recognise outcomes achieved through effective collaboration between teams

Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government

Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions

Network extensively across government and organisations to increase collaboration

Encourage others to use appropriate collaboration approaches and tools, including digital technologies



Highly Advanced

Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector

Publicly celebrate the successful outcomes of collaboration

Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions

Identify and overcome barriers to collaboration with internal and external stakeholders



Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts



Foundational

- Use facts to support claims
- Help to find solutions that contribute to positive outcomes
- Contribute to resolving differences with other staff or stakeholders
- Respond to conflict without worsening the situation and refer to a supervisor where appropriate
- Know when to withdraw from a conflict situation



Intermediate

- Use facts, knowledge and experience to support recommendations
- Work towards positive and mutually satisfactory outcomes
- Identify and resolve issues in discussion with other staff and stakeholders
- Identify others' concerns and expectations
- Respond constructively to conflict and disagreements and be open to compromise
- Keep discussions focused on the key issues



Adept

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict



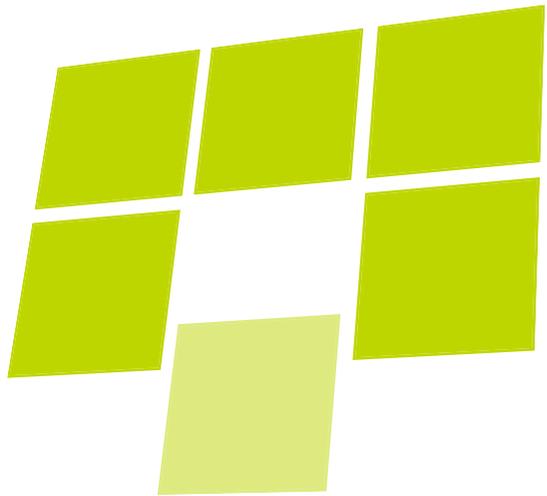
Advanced

- Influence others with a fair and considered approach and present persuasive counter-arguments
- Work towards mutually beneficial 'win-win' outcomes
- Show sensitivity and understanding in resolving acute and complex conflicts and differences
- Identify key stakeholders and gain their support in advance
- Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
- Anticipate and minimise conflict within the organisation and with external stakeholders



Highly Advanced

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation's position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution



Results



Results

Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes



Foundational

Seek clarification when unsure of work tasks

Complete own work tasks under guidance within set budgets, timeframes and standards

Take the initiative to progress own work

Identify resources needed to complete allocated work tasks



Intermediate

Seek and apply specialist advice when required

Complete work tasks within set budgets, timeframes and standards

Take the initiative to progress and deliver own work and that of the team or unit

Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals

Identify any barriers to achieving results and resolve these where possible

Proactively change or adjust plans when needed



Adept

Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes

Make sure staff understand expected goals and acknowledge staff success in achieving these

Identify resource needs and ensure goals are achieved within set budgets and deadlines

Use business data to evaluate outcomes and inform continuous improvement

Identify priorities that need to change and ensure the allocation of resources meets new business needs

Ensure that the financial implications of changed priorities are explicit and budgeted for



Advanced

Seek and apply the expertise of key individuals to achieve organisational outcomes

Drive a culture of achievement and acknowledge input from others

Determine how outcomes will be measured and guide others on evaluation methods

Investigate and create opportunities to enhance the achievement of organisational objectives

Make sure others understand that on-time and on-budget results are required and how overall success is defined

Control business unit output to ensure government outcomes are achieved within budgets

Progress organisational priorities and ensure that resources are acquired and used effectively



Highly Advanced

Use own professional knowledge and the expertise of others to drive forward organisational and government objectives

Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation

Identify, recognise and celebrate success

Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes

Identify and remove potential barriers or hurdles to achieving outcomes

Initiate and communicate high-level priorities for the organisation to achieve government outcomes



Results

Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances



Foundational

Plan and coordinate allocated activities

Re-prioritise own work activities on a regular basis to achieve set goals

Contribute to the development of team work plans and goal setting

Understand team objectives and how own work relates to achieving these



Intermediate

Understand the team and unit objectives and align operational activities accordingly

Initiate and develop team goals and plans, and use feedback to inform future planning

Respond proactively to changing circumstances and adjust plans and schedules when necessary

Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals

Accommodate and respond with initiative to changing priorities and operating environments



Adept

Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work

Initiate, prioritise, consult on and develop team and unit goals, strategies and plans

Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses

Ensure current work plans and activities support and are consistent with organisational change initiatives

Evaluate outcomes and adjust future plans accordingly



Advanced

Understand the links between the business unit, organisation and the whole-of-government agenda

Ensure business plan goals are clear and appropriate and include contingency provisions

Monitor the progress of initiatives and make necessary adjustments

Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately

Consider the implications of a wide range of complex issues and shift business priorities when necessary

Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning



Highly Advanced

Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff

Influence the organisation's current and potential future role within government and the community, and plan appropriately

Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning

Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes

Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government



Results

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions



Foundational

- Ask questions to explore and understand issues and problems
- Find and check information needed to complete own work tasks
- Identify and inform supervisor of issues that may have an impact on completing tasks
- Escalate more complex issues and problems when these are identified
- Share ideas about ways to improve work tasks and solve problems
- Consider user needs when contributing to solutions and improvements



Intermediate

- Identify the facts and type of data needed to understand a problem or explore an opportunity
- Research and analyse information to make recommendations based on relevant evidence
- Identify issues that may hinder the completion of tasks and find appropriate solutions
- Be willing to seek input from others and share own ideas to achieve best outcomes
- Generate ideas and identify ways to improve systems and processes to meet user needs



Adept

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness



Advanced

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria



Highly Advanced

- Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement
- Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues
- Identify and evaluate organisation-wide implications when considering proposed solutions to issues
- Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact
- Ensure effective governance systems are in place to guarantee quality analysis, research and reform



Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines



Foundational

- Take responsibility for own actions
- Be aware of delegations and act within authority levels
- Be aware of team goals and their impact on work tasks
- Follow safe work practices and take reasonable care of own and others' health and safety
- Escalate issues when these are identified
- Follow government and organisational record-keeping requirements



Intermediate

- Be proactive in taking responsibility and being accountable for own actions
- Understand delegations and act within authority levels
- Identify and follow safe work practices, and be vigilant about own and others' application of these practices
- Be aware of risks and act on or escalate risks, as appropriate
- Use financial and other resources responsibly



Adept

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks



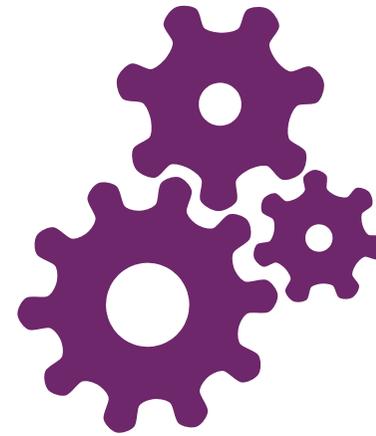
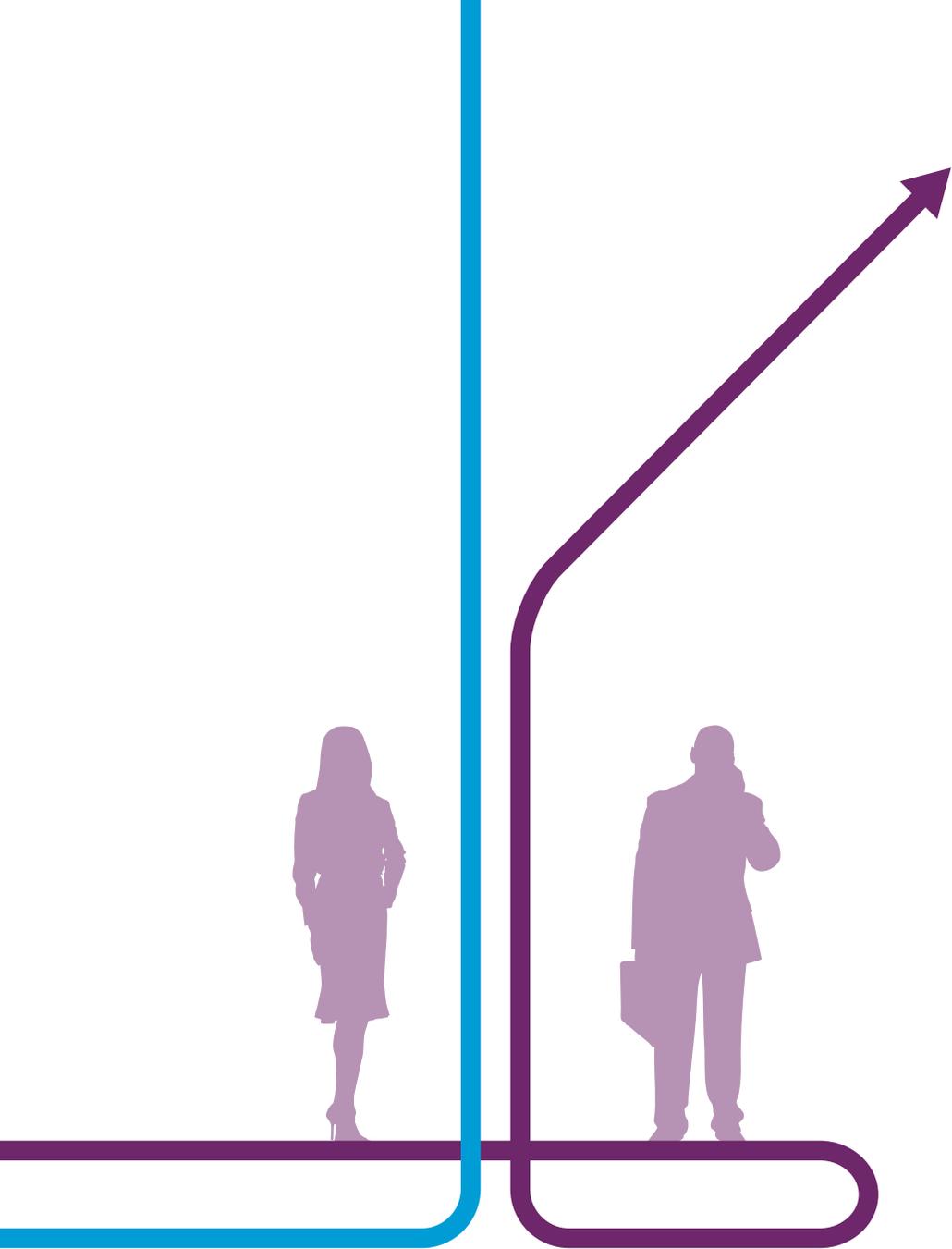
Advanced

- Design and develop systems to establish and measure accountabilities
- Ensure accountabilities are exercised in line with government and business goals
- Exercise due diligence to ensure work health and safety risks are addressed
- Oversee quality assurance practices
- Model the highest standards of financial probity, demonstrating respect for public monies and other resources
- Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks
- Incorporate sound risk management principles and strategies into business planning



Highly Advanced

- Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness
- Promote a culture of accountability with clear links to government goals
- Set standards and exercise due diligence to ensure work health and safety risks are addressed
- Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity
- Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
- Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved



Business Enablers



Finance

Understand and apply financial processes to achieve value for money and minimise financial risk



Foundational

Understand that government services budgets are limited and must only be used for intended purposes

Appreciate the importance of accuracy and completeness in estimating costs and calculating and recording financial information

Be aware of financial delegation principles and processes

Understand basic compliance obligations related to using resources and recording financial transactions



Intermediate

Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending

Consider financial implications and value for money in making recommendations and decisions

Understand how financial decisions impact the overall financial position

Understand and act on financial audit, reporting and compliance obligations

Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these



Adept

Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures

Understand the impacts of funding allocations on business planning and budgets

Identify discrepancies or variances in financial and budget reports, and take corrective action

Know when to seek specialist advice and support and establish the relevant relationships

Make decisions and prepare business cases, paying due regard to financial considerations



Advanced

Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management

Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound

Assess relative cost benefits of various purchasing options

Promote the role of sound financial management and its impact on organisational effectiveness

Obtain specialist financial advice when reviewing and evaluating finance systems and processes

Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner



Highly Advanced

Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions

Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes

Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them

Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals

Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation



Technology

Understand and use available technologies to maximise efficiencies and effectiveness



Foundational

Display familiarity and confidence when applying technology used in role

Comply with records, communication and document control policies

Comply with policies on the acceptable use of technology, including cyber security



Intermediate

Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks

Use available technology to improve individual performance and effectiveness

Make effective use of records, information and knowledge management functions and systems

Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies



Adept

Identify opportunities to use a broad range of technologies to collaborate

Monitor compliance with cyber security and the use of technology policies

Identify ways to maximise the value of available technology to achieve business strategies and outcomes

Monitor compliance with the organisation's records, information and knowledge management requirements



Advanced

Champion the use of innovative technologies in the workplace

Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies

Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes

Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes

Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies



Highly Advanced

Support research and expert advice on the application of emerging technologies to achieve organisational outcomes

Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation

Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies

Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness

Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements



Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance



Foundational

Comply with basic ordering, receipting and payment processes

Apply basic checking and quality-control processes to activities that support procurement and contract management

Understand probity principles relating to purchasing



Intermediate

Understand and comply with legal, policy and organisational guidelines and procedures relating to purchasing

Conduct delegated purchasing activities in line with procedures

Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements



Adept

Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management

Develop well-written, well-structured procurement documentation that clearly sets out the business requirements

Monitor procurement and contract management processes to ensure they are open, transparent and competitive

Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance

Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles

Escalate procurement and contract management issues, where required



Advanced

Ensure that employees and contractors apply government and organisational procurement and contract management policies

Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions

Promote effective risk management in procurement

Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes

Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors



Highly Advanced

Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices

Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes

Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation



Project Management

Understand and apply effective project planning, coordination and control methods



Foundational

Understand project goals, steps to be undertaken and expected outcomes

Plan and deliver tasks in line with agreed project milestones and timeframes

Check progress against agreed milestones and timeframes, and seek help to overcome barriers

Participate in planning and provide feedback on progress and potential improvements to project processes



Intermediate

Perform basic research and analysis to inform and support the achievement of project deliverables

Contribute to developing project documentation and resource estimates

Contribute to reviews of progress, outcomes and future improvements

Identify and escalate possible variances from project plans



Adept

Understand all components of the project management process, including the need to consider change management to realise business benefits

Prepare clear project proposals and accurate estimates of required costs and resources

Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements

Identify and evaluate risks associated with the project and develop mitigation strategies

Identify and consult stakeholders to inform the project strategy

Communicate the project's objectives and its expected benefits

Monitor the completion of project milestones against goals and take necessary action

Evaluate progress and identify improvements to inform future projects



Advanced

Prepare and review project scope and business cases for projects with multiple interdependencies

Access key subject-matter experts' knowledge to inform project plans and directions

Design and implement effective stakeholder engagement and communications strategies for all project stages

Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning

Develop effective strategies to remedy variances from project plans and minimise impact

Manage transitions between project stages and ensure that changes are consistent with organisational goals

Participate in governance processes such as project steering groups



Highly Advanced

Ensure there are systems and effective governance processes in place for project management

Make decisions on accepting projects based on business cases

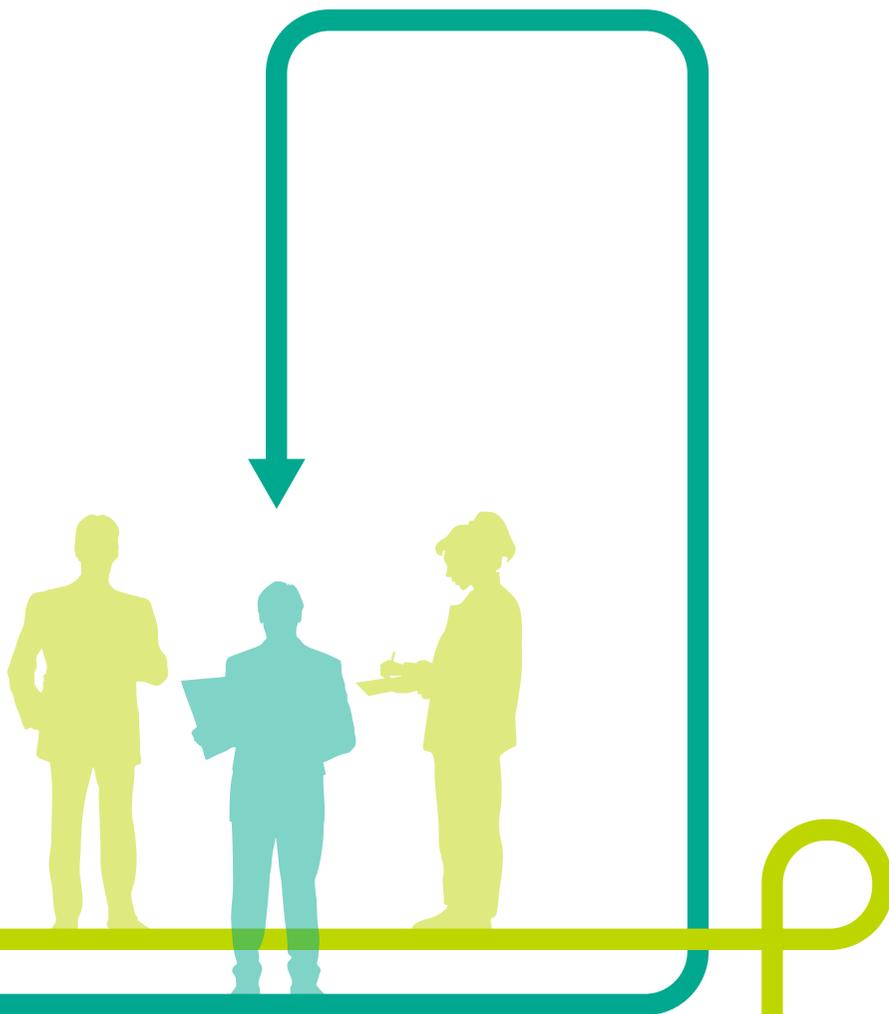
Use the historical, political and broader context to inform project directions and mitigate risk

Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication

Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances

Drive the changes required to realise the business benefits of the project

Ensure that project management decisions consider interdependencies between projects



People Management



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others



Foundational

- Clarify the work required, and the expected behaviours and outputs
- Clearly communicate team members' roles and responsibilities
- Contribute to developing team capability and recognise potential in people
- Recognise good performance, and give support and regular constructive feedback linked to development needs
- Identify appropriate learning opportunities for team members
- Create opportunities for all team members to contribute
- Act as a role model for inclusive behaviours and practices
- Recognise performance issues that need to be addressed and seek appropriate advice



Intermediate

- Collaborate to set clear performance standards and deadlines in line with established performance development frameworks
- Look for ways to develop team capability and recognise and develop individual potential
- Be constructive and build on strengths by giving timely and actionable feedback
- Identify and act on opportunities to provide coaching and mentoring
- Recognise performance issues that need to be addressed and work towards resolving issues
- Effectively support and manage team members who are working flexibly and in various locations
- Create a safe environment where team members' diverse backgrounds and cultures are considered and respected
- Consider feedback on own management style and reflect on potential areas to improve



Adept

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks



Advanced

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives



Highly Advanced

- Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning
- Drive executive capability development and ensure effective succession management practices
- Implement effective approaches to identify and develop talent across the organisation
- Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences
- Drive a culture of high performance and ensure performance issues are addressed as a priority



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements



Foundational

Assist team members to understand organisational directions

Ensure team members understand the organisation's policies and services

Ensure team members understand how their activities align with business objectives and the organisation's performance

Recognise and acknowledge team members' high-quality work and effort



Intermediate

Assist the team or unit to understand organisational directions and explain the reasons behind decisions

Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies

Ensure team members understand how their activities create value for the organisation, customers and stakeholders

Encourage team members to strive for ongoing performance improvement

Recognise and acknowledge high individual and team performance



Adept

Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders

Translate broad organisational strategy and goals into tangible team goals and explain the links for the team

Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders

Work to remove barriers to achieving goals



Advanced

Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value

Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these

Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes

Create opportunities for recognising and celebrating high performance at the individual and team level

Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges



Highly Advanced

Champion the organisational vision and strategy, and communicate the way forward

Create a culture of confidence and trust in the future direction

Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation

Communicate the parameters and expectations surrounding organisational strategies

Celebrate organisational success and high performance, and engage in activities to maintain morale



Optimise Business Outcomes

Manage people and resources effectively to achieve public value



Foundational

Keep team members informed of the reasons for decisions so that this can inform their work

Ensure that team members make effective use of resources to maximise business outcomes

Ensure that team members understand and inform customers about processes, practices and decisions

Ensure that team members understand business principles to achieve work tasks effectively

Ensure team goals and standards are met



Intermediate

Develop team and unit plans that consider team capabilities and strengths

Plan and monitor resource allocation effectively to achieve team and unit objectives

When planning resources, consider the attraction and retention of people of diverse cultures, backgrounds and experiences

Ensure that team members work with a good understanding of business principles as they apply to the public sector context

Participate in wider organisational workforce planning to ensure that capable resources are available



Adept

Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives

Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning

When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences

Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context

Monitor performance against standards and take timely corrective actions

Keep others informed about progress and performance outcomes



Advanced

Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals

Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences

Encourage team members to take calculated risks to support innovation and improvement

Align systems and processes to encourage improved performance and outcomes



Highly Advanced

Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time

Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved

Align workforce resources and talent with organisational priorities

Set clear boundaries and freedoms for the organisation in risk taking

Hold self and others accountable for implementing and maintaining inclusive workforce management practices



Manage Reform and Change

Support, promote and champion change, and assist others to engage with change



Foundational

Support change initiatives and assist team members to understand their purpose and impact

Share information with team members to assist them to understand and manage uncertainty and change

Recognise barriers to change and support the team so they can better accept and facilitate change



Intermediate

Promote change processes and communicate change initiatives across the team or unit

Accommodate changing priorities and respond flexibly to uncertainty and ambiguity

Support others in managing uncertainty and change



Adept

Support teams in developing new ways of working and generating innovative ideas to approach challenges

Actively promote change processes to staff and participate in communicating change initiatives across the organisation

Provide guidance, coaching and direction to others who are managing uncertainty and change

Engage staff in change processes and provide clear guidance, coaching and support

Identify cultural barriers to change and implement strategies to address these



Advanced

Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty

Assist others to address emerging challenges and risks and generate support for change initiatives

Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them

Implement structured change management processes to identify and develop responses to cultural barriers



Highly Advanced

Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies

Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context

Create an organisational culture that actively seeks opportunities to improve

Anticipate, plan for and address cultural barriers to change at the organisational level



Public
Service
Commission

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