

# NSW Public Sector Capability Framework

The capability framework describes the core capabilities and behaviours required of public sector employees, across all occupational groups. It provides a common foundation for creating roles, managing performance, development and career planning. They are spread across five groups: personal attributes; relationships; results; business enablers and people management. Within each group you will have four core capabilities that include a set of statements illustrating the type of behaviours expected at each level. Levels increase with complexity and responsibility within council and are itemised as descriptor levels. Descriptor levels range from foundational to highly advance, and increase with the complexity of the skills required.

Intermediate descriptor level is aimed at supervisors, team leaders and senior team members wishing to develop their career, in a role with moderate responsibility for managing staff.

## Intermediate Descriptor Level

| Personal Attributes  | Relationship  | Results   | People Management  |
|--|---|---|--|
| <p><b>Display resilience and courage:</b> Be flexible, adaptable and respond quickly in situations of change. Offer opinions and raise challenging issues. Listen when ideas are challenged and work through and respond reasonably.</p>   | <p><b>Communicate effectively:</b> Clearly explain and present ideas and arguments. Listen to others when they are speaking and ask appropriate, respectful questions. Monitor own and others non-verbal cues. Consider intended audience when communicating.</p> | <p><b>Deliver results:</b> Complete work tasks to agreed timeframes and standards. Take initiative to progress and deliver own/team work. Contribute to allocation of responsibilities to ensure achievement of goals.</p>  | <p><b>Manage and develop people:</b> Ensure roles and responsibilities are clear. Develop potential in people. Be constructive with feedback. Provide coaching and mentoring. Identify performance issues and work towards a resolution.</p> |
| <p><b>Act with integrity:</b> Represent the organisation in an honest, ethical and professional way. Support a culture of integrity and professionalism. Follow, and help others understand their obligations to comply with legislation, rules, policies and code of conduct.</p> | <p><b>Commit to customer service:</b> Identify and respond quickly to customer needs. Support a culture of quality customer service in the organisation. Consider customer requirements and develop solutions and resolve customer issues and needs.</p>          | <p><b>Plan and prioritise:</b> Align activities to objectives. Respond proactively to changing circumstances and adjust when necessary. Accommodate and respond with initiative to changing priorities and environments. Consider impact of issues on achievement of goals.</p> | <p><b>Inspire direction and purpose:</b> Assist team understanding of organisation direction. Ensure team objectives align. Acknowledge team and individual performance.</p>   |
| <p><b>Manage self:</b> Adapt existing skills to new situations, develop and apply new skills. Show commitment to achieving work goals. Maintain own motivation when tasks become difficult.</p>  | <p><b>Work collaboratively:</b> Build a supportive and co-operative team environment. Engage other teams to share information and solve issues jointly. Support others in challenging situations.</p>   | <p><b>Think and solve problems:</b> Identify issues that hinder completion of tasks. Share ideas to achieve best outcomes. Identify ways to improve processes and systems.</p>  | <p><b>Optimise business outcomes:</b> Develop team plan, taking into account strengths. Plan resources. Ensure team work with best business practise.</p>  |
| <p><b>Value diversity:</b> Be responsive to diverse experiences, perspectives, values and beliefs and listen to others' viewpoints. Seek input from others who may have different perspectives. Adapt well in diverse environments.</p>  | <p><b>Influence and negotiate:</b> Utilise facts, knowledge and experience to support recommendations. Work towards positive satisfactory outcomes. Identify and resolve issues. Respond constructively.</p>  | <p><b>Demonstrate accountability:</b> Take responsibility for own actions. Understand delegations and act with authority. Follow safe work practices. Be alert to risk that might impact on completion of an activity.</p>  | <p><b>Manage reform and change:</b> Promote change processes and initiatives. Accommodate changing priorities and respond with flexibility. Support others in managing uncertainty and change.</p>   |

