

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.

Adept descriptor level is aimed at experienced supervisors and managers wishing to develop their career, in a role with responsibility for managing and developing staff.

Adept Descriptor Level

Personal Attributes	Relationship	Results	People Management
<p>Display resilience and courage: Be flexible, show initiative and respond quickly. Give frank and honest feedback. Listen when ideas are challenged, seek to understand criticism and respond constructively. Control emotions and stay calm under pressure.</p>	<p>Communicate effectively: Tailor communication to audience. Clearly explain complex concepts. Monitor own and others' non-verbal cues and adapt. Create opportunities for others to be heard. Actively listen and clarify understanding. Write fluently in a range of styles and formats.</p>	<p>Deliver results: Take responsibility for outcomes. Ensure team understands and resourcing needs are aligned to achieve budgets in deadlines. Identify changed priorities, and ensure financials are budgeted for. Use own and others expertise to achieve outcomes.</p>	<p>Manage and develop people: Define and communicate responsibilities. Negotiate performance standards and monitor. Provide constructive feedback. Address and resolve performance issues. Monitor and report on performance.</p>
<p>Act with integrity: Represent the organisation in an honest, ethical and professional way, encourage others to do the same. Identify and explain ethical issues. Follow, and help others understand policy and legislation they operate within. Act to prevent and report illegal and inappropriate behaviour.</p>	<p>Commit to customer service: Understand customer perspectives to ensure responsiveness and solutions to their needs. Find opportunities to co-operate with internal and external parties. Maintain and collaborate with customers with in the community.</p>	<p>Plan and prioritise: Initiate, prioritise and consult on team strategies and plans. Anticipate impact of any changes on team and objectives. Initiate appropriate response. Ensure current plans support change initiatives. Evaluate achievements and adjust plans accordingly.</p>	<p>Inspire direction and purpose: Promote purpose and direction. Translate goals into operational needs, and link performance to direction and goal outcome. Ensure objectives lead to implementation of policy. Recognise and acknowledge high performance.</p>
<p>Manage self: Look to learn new skills and develop strengths. Show commitment to achieving goals. Reflect on own performance. Seek and respond positively to constructive feedback. Demonstrate a high level of personal motivation.</p>	<p>Work collaboratively: Encourage a culture that values collaboration. Build co-operation and information sharing across teams. Identify opportunities to work with other teams to solve problems and develop. Share across other team units.</p>	<p>Think and solve problems: Research, analyse and make recommendations based on evidence. Anticipate and identify issues and select an effective solution. Resolve common issues and share process improvements to enhance effectiveness.</p>	<p>Optimise business outcomes: Initiate long term goals and allocate resources for team objectives. Ensure decisions are sound and applied for public sector. Monitor performance, and keep others informed about progress.</p>
<p>Value diversity: Seek to promote the value of diversity for the organisation. Recognise and adapt to individual working styles. Support initiatives that create an environment in which diversity is valued.</p>	<p>Influence and negotiate: Negotiate from an informed and credible position. Facilitate productive discussions, encourage others to share and debate idea. Pre-empt and minimise conflict, manage challenging relationships. Influence fairly and be sensitive in resolving differences.</p>	<p>Demonstrate accountability: Ensure own and others actions align to organisational outcomes. Share learnings for future. Exercise delegation responsibly. Apply high standards of financial probity and resources. Identify and implement safe working practices. Conduct quality control audits. Identify and mitigate risk.</p>	<p>Manage reform and change: Actively promote change processes and initiatives. Engage staff with process and provide guidance and coaching to manage uncertainty. Identify cultural barriers to change and implement strategies.</p>

