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 5 groups: personal attributes; relationships; results; business enablers and people management. Within each group you will have 4 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.

Advanced descriptor level is aimed at experienced managers wishing to develop their career, in a role with responsibility for managing and developing staff, as well as rick and project management.

Advanced Descriptor Level

Personal Attributes	Relationships	Results	People Management	Business Enablers
Display resilience and courage: Stay calm and act constructively under pressure. Give frank honest advice. Accept criticism and respond thoughtfully. Welcome challenges and persist in working through challenges. Be decisive when dealing with emotionally charged and difficult issues.	**Communicate effectively:** Present credibly, test levels of understanding. Translate complex information concisely. Create opportunity for others to contribute, and actively listen. Adjust style to optimise outcome. Write fluently and persuasively.	**Deliver results:** Drive a culture of achievement and acknowledge input of others. Investigate opportunities to enhance achievements. Ensure others understand how and when success is defined. Ensure effective acquisition and use of resources. Seek and apply expertise of key individuals.	**Manage and develop people:** Recognise talent and undertake succession planning. Encourage development and continuous learning. Provide timely constructive and objective feedback. Resolve performance issues. Implement development framework to align with business goals.	**Finance:** Thorough understanding of forecasting and budgeting. Identify and analyse trends, evaluate business options to ensure cases are sound. Promote sound financial management. Respond to financial risk management audit outcomes. Involve specialists to identify opportunities.
Act with integrity: Represent the highest professional and ethical behaviour, and reinforce in others. Ensure others are working within policy, act on breaches of rules. Promote a culture of integrity and professionalism.	**Commit to customer service:** Initiate and develop partnerships with customers to evaluate service. Promote and manage alliances. Provide expert influential advice to senior stakeholders. Ensure customers interests are met with policies and systems.	**Plan and prioritise:** Understand links of the organisations agenda between departments. Ensure business plans have contingencies, and monitor progress. Anticipate and assess the impact of changes. Consider implications of issues and shift priorities when necessary. Undertake planning to transition through change, and evaluate progress.	**Inspire direction and purpose:** Promote links between policy and goals. Clarify priorities and goals and inspire others to achieve them. Recognise and celebrate high performance. Work to remove barriers to achieving goals.	**Technology:** Commitment to new and existing technology. Ensure compliance with security policies. Be aware of new technologies that might support the organisation. Seek advice from experts to achieve business outcomes. Implement and monitor information management.
Manage self: Act as a role model, set high goals and take pride in achievement. Actively seek and reflect on feedback and performance. Translate negative feedback into opportunities. Maintain high motivation. Take initiative and act decisively.	**Work collaboratively:** Build a culture of respect. Recognise outcomes from effective collaboration. Build co-operation, collaboration and information sharing. Facilitate opportunities to collaborate with external stakeholders to develop joint solutions.	**Think and solve problems:** Undertake critical analysis to draw accurate conclusions while managing context. Take account of wider business context when considering options. Explore creative alternatives that contribute to performance.	**Optimise business outcomes:** Develop plan to distribute resources to achieve goals. Strategic plan of human resources that links wider goals. Align systems to encourage performance and improvement.	**Procurement and contract management:** Ensure policy for procurement is implemented. Take responsibility for procurement and contact management. Promote principles of risk management to mitigate risk. Implement effective governance.
Value diversity: Include diverse perspectives in policy and strategy. Leverage diverse views and develop new approaches. Build and monitor a workplace that values inclusive practices and diverse principles. Value differences.	**Influence and negotiate:** influence fairly with persuasive counter arguments. Work towards win/win outcomes. Show sensitivity in resolving conflict. Gain support of key stakeholders. Establish a clear position based on research, a firm grasp of key issues and areas for compromise. Pre-empt and minimise conflict with external stakeholders.	**Demonstrate accountability:** Ensure accountabilities are aligned to business goals and measured. Exercise due diligence to ensure safe work. Model highest standards of financial probity and use of resources. Monitor and maintain compliance with legislative frameworks.	**Manage reform and change:** Provide coaching and leadership in times of uncertainty. Address emerging challenges. Translate change initiatives into practical strategies. Implement structured change management processes that address cultural barriers.	**Project management:** Prepare business cases for complex projects. Implement effective stakeholder engagement strategy for all stages. Monitor completion of projects and remedy variances from plans. Monitor transitions between project stages to ensure they are aligned with goals.