

**Assessments Using the NSW Public Sector Capabilities Framework**

**Designed**

**By**

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## Table of Contents

Assessment of the essential requirements of a Public Sector Role .....	3
Examples of Assessing the Essential Requirements of a Role.....	5
Example 1. CEO of an NFP NGO .....	5
Example 2: Manager of a Training and Development Business Unit .....	7
Self Assessment using the NSW Public Sector Capabilities Framework.....	8
Examples of Self-Assessing Using the Public Sector Capabilities.....	9
Example 3. CEO of an NFP NGO .....	9
Example 4. Self-Assessment Without a Role in Mind .....	11
References .....	13

## ***Assessment of the essential requirements of a Public Sector Role***

The NSW Public Sector Capability Framework is used to assess the essential requirements of a particular role so that recruitment processes can ensure that the role is filled by a person capable of meeting the expectations of the role.

When the essential requirements of a role are determined, the incumbent can benchmark themselves and plan their own professional development to improve in their performance in the role;

When the essential requirements of a role are determined, aspirants to the role can benchmark themselves and plan their own professional development in preparation to take up the role.

The steps involved in assessing the essential requirement of a role are as follows:

1. Ensure that the government, corporate and strategic requirements of the role are known;
2. Refer to the PSC Performance Management Framework for mandatory requirements if the role has financial or people management responsibilities;
3. Next, refer to the NSW Public Sector Capability Framework. It is divided into 6 capability groupings:
  - a. *Personal Attributes*,
  - b. *Relationships*,
  - c. *Results*,
  - d. *Business Enablers*, and
  - e. *People Management*
  - f. *Role specific capabilities*.

Within each of these groupings there are 4 capabilities, making a total of 20 capabilities in all.

4. Each capability is described at 5 levels of performance:
  - a. Foundational (generally the level required for front-line roles)
  - b. Intermediate (generally the level required for team leaders)
  - c. Adept (generally the level required for managers)
  - d. Advanced (generally the level required for executives)
  - e. Highly advanced (generally the level required for senior executives)

A particular role may require performances from across the 5 levels, but the 5-6 core capabilities will generally be at the highest required level for the role. It is therefore appropriate to set aside capabilities for a particular role that are at lower levels of expected performance, as they are unlikely to be core requirements for that role.

5. In consideration of the role being assessed, select the 5-6 capabilities that are essential for the role to be performed effectively. You may choose more than one capability from within a capability group, and may overlook a capability group if appropriate. This selection process requires careful judgment, as the temptation is to want to select most of the capabilities. Just go for those 5-6 capabilities that are central to the role. If the role has

financial or people management responsibilities, it is essential to select capabilities relevant to these responsibilities;

6. Use the 5 levels of performance to identify the behaviours expected of the person performing this role at this level; and
7. Use the template to note the selected capability groupings, capabilities and typical behavioural indicators expected for the role. (see examples attached)

## Examples of Assessing the Essential Requirements of a Role

### Example 1. CEO of an NFP NGO

The CEO in this example is undertaking an extensive restructure of the business based on a significant government reform agenda for the sector. The business, providing services in the NSW welfare sector is 70% government funded, has a staff of 45 and an annual budget of \$1.8m. The CEO has 4 direct reports.

Capability Group	Capability	Typical Behavioural Indicators	Required Level
Personal Attributes	<b>Display Resilience and Courage:</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Give frank, honest advice in the face of strong, contrary views</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> <li>• Create a climate which encourages and supports openness, persistence and genuine debate around critical issues</li> <li>• Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change</li> <li>• Raise critical issues and make tough decisions</li> <li>• Respond to significant, complex and novel challenges with a high level of resilience and persistence</li> </ul>	Advanced to Highly Advanced
Relationships	<b>Influence and Negotiate:</b> Gain consensus and commitment from others and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>• Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>• Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>• Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>	Highly Advanced
Results	<b>Deliver Results:</b> Achieve results through efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes</li> <li>• Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> <li>• Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> </ul>	Advanced to Highly Advanced

Capability Group	Capability	Typical Behavioural Indicators	Required Level
<b>Business Enablers</b>	<b>Finance:</b> Understand and apply financial processes to achieve value for money and minimize financial risk	<ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures</li> <li>• Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions</li> <li>• Understand and apply financial audit, reporting and compliance obligations</li> <li>• Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate</li> <li>• Make decisions and prepare business cases paying due regard to financial considerations</li> <li>• Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement</li> <li>• Define organisational directions and set priorities and business plans with reference to key financial indicators</li> <li>• Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals</li> </ul>	Adept to Advanced
<b>People Management</b>	<b>Manage and Develop People:</b> Engage and motivate staff and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Develop team capability and recognise and develop potential in people</li> <li>• Negotiate clear performance standards and monitor progress</li> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on performance of team in line with established performance development frameworks</li> <li>• Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences</li> </ul>	Adept
	<b>Optimise Business Outcomes:</b> Manage resources effectively and apply sound workforce planning principles	<ul style="list-style-type: none"> <li>• Identify cultural barriers to change and implement strategies to address these</li> <li>• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>• Build staff support 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</li> </ul>	Advanced

## Example 2: Manager of a Training and Development Business Unit

The manager provides training and development programs to internal customers in a mid-level NSW government agency. The manager has 4 direct reports, a staff of 23 and an annual budget of \$2.3m.

Capability Group	Capability	Typical Behavioural Indicators	Required Level
Personal Attributes	<b>Manage Self:</b> Show drive and motivation, a measured approach and a commitment to learning.	<ul style="list-style-type: none"> <li>Promote and model the value of self-improvement and be proactive in seeking opportunities for growth</li> <li>Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours</li> <li>Manage challenging, ambiguous and complex issues calmly and logically</li> <li>Model initiative and decisiveness</li> </ul>	Highly Advanced
Relationships	<b>Commit to Customer Service:</b> Provide customer centric services in line with public service and organisational objectives	<ul style="list-style-type: none"> <li>Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>Maintain relationships with key customers in area of expertise</li> <li>Promote a culture of quality customer service in the organisation</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>Identify and incorporate the interests and needs of customers in business process design</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Adept to Advanced
Results	<b>Deliver Results:</b> Achieve results through efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes</li> <li>Make sure team/unit staff understand expected goals and acknowledge success</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>	Adept
Business Enablers	<b>Project Management:</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and amend where necessary</li> <li>Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> </ul>	Adept to Advanced
People Management	<b>Manage and Develop People:</b> Engage and motivate staff and develop capability and potential in others	<ul style="list-style-type: none"> <li>Define and clearly communicate roles and responsibilities to achieve team/unit outcomes</li> <li>Negotiate clear performance standards and monitor progress</li> <li>Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>Provide regular constructive feedback to build on strengths and achieve results</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> <li>Monitor and report on performance of team in line with established performance development frameworks</li> </ul>	Adept

### ***Self Assessment using the NSW Public Sector Capabilities Framework***

To undertake a self-assessment using the capabilities, follow these steps:

1. Ensure that you know the government, corporate and strategic requirements of your role;
2. Refer to the PSC Performance Management Framework for mandatory requirements if your role has financial or people management responsibilities;
3. Next, refer to the NSW Public Sector Capabilities Framework. It is divided into 6 capability groupings:
  - a. *Personal Attributes,*
  - b. *Relationships,*
  - c. *Results,*
  - d. *Business Enablers,*
  - e. *People Management,* and
  - f. *Role specific capabilities.*

Within each of these groupings there are 4 capabilities, making a total of 20 capabilities in all.

4. Each capability is described at 5 levels of performance:
  - a. Foundational (generally the level required for front-line roles)
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  - c. Adept (generally the level required for managers)
  - d. Advanced (generally the level required for executives)
  - e. Highly advanced (generally the level required for senior executives)

A particular role may require performances from across the 5 levels, but the 5-6 core capabilities will generally be at the highest required level for the role. It is therefore appropriate to set aside capabilities for a particular role that are at lower levels of expected performance, as they are unlikely to be core requirements for that role.

8. In consideration of your role or your current level of competencies, select the 5-6 capabilities that are essential for you to effectively do your job, or which are your core competencies or signature capabilities. You may choose more than one capability from within a capability group, and may overlook a capability group if appropriate. This selection process requires careful judgment, as the temptation is to want to select a large number of capabilities. Just go for those 5-6 capabilities that are central to the role, or your core competencies. If the role has financial or people management responsibilities, it is essential to select capabilities relevant to these responsibilities.
9. For each chosen capability (of your 5-6), carefully read the descriptions of the 5 levels of performance. Note the highest level description of the level of performance that describes your role or performance most of the time.
10. Use the template to note the selected capability groupings, capabilities and typical behavioural indicators you are currently achieving;
11. Note the level of performance that you aspire to. (see examples attached)



## Examples of Self-Assessing Using the Public Sector Capabilities

### Example 3. CEO of an NFP NGO

The incumbent in the above role used the position capabilities to undertake a self-assessment, and to identify priorities for self-development.

Capability Group	Capability	Observed Behaviours	Required Level	Current Performance	Priority HML
Personal Attributes	<b>Display Resilience and Courage:</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible and adaptable and respond quickly when situations change</li> <li>• Give frank and honest feedback/advice</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Keep control of own emotions and stay calm under pressure and in challenging situations</li> </ul>	Advanced to Highly Advanced	Adept	High
Relationships	<b>Influence and Negotiate:</b> Gain consensus and commitment from others and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Utilise facts to support claims</li> <li>• Work towards positive and mutually satisfactory outcomes</li> <li>• Identify and resolve issues in discussion with other staff and stakeholders</li> <li>• Identify others' concerns and expectations</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Keep discussion focused on the key issues</li> </ul>	Highly Advanced	Intermediate	High
Results	<b>Deliver Results:</b> Achieve results through efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Take responsibility for delivering on intended outcomes</li> <li>• Identify, recognise and celebrate success</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Identify changed priorities and ensure allocation of resources meets business needs</li> <li>• Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>• Use own expertise and seek others' expertise to achieve work outcomes</li> <li>• Investigate and create opportunities to achieve organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> </ul>	Advanced to Highly Advanced	Adept to Advanced	Medium
Business Enablers	<b>Finance:</b> Understand and apply financial processes to achieve value for money and minimize financial risk	<ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures</li> <li>• Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions</li> <li>• Understand and apply financial audit, reporting and compliance obligations</li> <li>• Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate</li> <li>• Seek specialist advice and support where required</li> <li>• Make decisions and prepare business cases paying regard to financial considerations</li> <li>• Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>• Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals</li> </ul>	Adept to Advanced	Adept to Advanced	Low

Capability Group	Capability	Observed Behaviours	Required Level	Current Performance	Priority HML
People Management	<b>Manage and Develop People:</b> Engage and motivate staff and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles and responsibilities to achieve team/unit outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> <li>• Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences</li> </ul>	Adept	Advanced	Low
People Management	<b>Optimise Business Outcomes:</b> Manage resources effectively and apply sound workforce planning principles	<ul style="list-style-type: none"> <li>• Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context</li> <li>• Develop workforce plans that effectively distribute organisational resources to achieve business goals</li> <li>• Plan for strategic use of human resources that links to wider organisational aims and goals</li> <li>• Encourage others to strive for ongoing performance improvement</li> <li>• Align systems and processes to encourage improved performance and outcomes</li> <li>• Align workforce resources and talent with organisational priorities</li> </ul>	Advanced	Advanced	Low

#### Example 4. Self-Assessment Without a Role in Mind

An officer uses the capabilities to undertake a self-assessment.

Capability Group	Capability	Observed Behaviours	Current Performance
Personal Attributes	<b>Manage Self:</b> Show drive and motivation, a measured approach and a commitment to learning	<ul style="list-style-type: none"> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours</li> <li>• Maintain a high level of personal motivation</li> </ul>	Adept to Advanced
Relationships	<b>Communicate Effectively:</b> Communicate clearly, actively listen to others and respond with respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage varied audiences and test levels of understanding</li> <li>• Translate technical and complex information concisely for diverse audiences</li> <li>• Create opportunities for others to be heard</li> <li>• Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in a range of styles and formats</li> </ul>	Advanced
Relationships	<b>Work Collaboratively:</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Build a supportive and co-operative team environment</li> <li>• Build co-operation and overcome barriers to information sharing and communication across teams/units</li> <li>• Share lessons learned across teams/units</li> <li>• Identify opportunities to work collaboratively with other teams/ units to solve issues and develop better processes and approaches to work</li> </ul>	Adept
Results	<b>Think and Solve Problems:</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> <li>• Apply lateral thinking and develop innovative solutions that have long-standing, organisation-wide impact</li> </ul>	Advanced
Business Enablers	<b>Project Management:</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Prepare accurate estimates of costs and resources required for more complex projects</li> <li>• Communicate the project strategy and its expected benefits to others</li> <li>• Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>• Evaluate progress and identify improvements to inform future projects</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>	Adept to Advanced

Capability Group	Capability	Observed Behaviours	Current Performance
<b>People Management</b>	<b>Manage and Develop People:</b> Engage and motivate staff and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles and responsibilities to achieve team/unit outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> <li>• Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences</li> </ul>	Advanced

## **References**

Public Service Commission (2013) *Performance Development Framework* at [http://www.dpc.nsw.gov.au/data/assets/pdf\\_file/0008/153386/D2013\\_003\\_Performance\\_Development\\_Framework.pdf](http://www.dpc.nsw.gov.au/data/assets/pdf_file/0008/153386/D2013_003_Performance_Development_Framework.pdf). NSW Government

Public Service Commission (2013) *The NSW Public Sector Capability Framework* at <http://www.psc.nsw.gov.au/Sector-Support/Capability-Framework/The-Capability-Framework/The-Capability-Framework>. NSW Government