

Role Description



Job Title	Service Coordinator
Agency	Service NSW
Division	Service Delivery
Location	Various
Grade/Band	SNSW 6
Kind of Employment	Ongoing
ANZSCO Code	24224500
Role Number	Various
PCAT Code	1119192
Date of Approval	March 2014
Agency Website	www.servicensw.gov.au

Agency overview

At Service NSW we are a customer focused organisation, passionate about delivering a great customer experience, every day in every way.

Our culture is defined by shared values and behaviours that support the achievement of our 2015 Vision and Mission. Our success is based on living our shared values every day when we work with our customers and with each other.

Our vision is to be recognised as the distinctive leader in the provision of government services.

Our mission is to simplify the way customers do business with government and to transform our customers' experience through excellent service and quality at an optimal cost to serve. We'll do this by:

- putting our customers at the heart of everything we do;
- delivering more choice;
- making it easier to connect with us through a variety of easy to access channels; and,
- innovating, improving and simplifying how we do things.

Our values serve as a compass for our actions. These are the three core values that we live by:

Passion

A great customer experience is our highest priority.

Teamwork

We work together for positive customer outcomes.

Accountability

We work to create value and take ownership for the customer experience end-to-end.

Primary purpose of the role

- Coordinate and supervise the activities of a customer service team in meeting the needs of the customers of NSW by allocating and coordinating workflows and including managing escalated customer enquiries properly and effectively, identifying and eliminating errors and planning for continuous improvement.
- Support the Service Centre Manager in the form of employee management and various financial and administrative duties when required.

Key accountabilities

- Monitor the provision of timely, high quality service to customers of NSW Government consistent with Service NSW vision, mission and values, as assessed by internal reviews and customer feedback.
- Supervise and coach a team of customer service employees to ensure the delivery of optimal levels of service to customers consistent with Service NSW vision, mission and values.
- Develop, apply and maintain high level specialist knowledge relevant to Service NSW products, processes and operating practices and procedures.
- Maintain efficient and effective operations in the service centre, identify the cause of long waiting times in queues and allocate resources based on demand on the spot to ensure smooth counter operation.
- Act as the escalation point for customer complaints, resolve and document the complaints as per defined processes and standards and escalate and follow up unresolved issues.
- Proactively seek out ways to provide an integrated customer experience, including the promotion of self service facilities and other resources that enhance customer interactions with government.
- Contribute new ideas, Assist the Service Centre Manager with monitoring, analysis and evaluation of work volume to recommend changes as required, including the identification of opportunities to improve the efficiency of work processes, and implement changes in the workplace.
- Contribute to the development and implementation of policies, procedures and protocols for the service centre team.
- Assist the Service Centre Manager to develop and modify practices and protocols to improve employee performance.
- Appraise the performance of the Customer Service Representatives by providing feedback and developing learning and development plans.

Key challenges

- Maintain expert knowledge of the range of services provided by Service NSW and the procedures customers need to follow to access the services, given the large number of government agencies involved.
- Maintain an awareness of customer needs and business issues to ensure that the Service NSW service centre continue to meet customer and business expectations.
- Maintain expert knowledge of the multiple business systems and provide training and advice to the team members on any queries.
- Manage any customer issues or complaints on the spot (where applicable), without the need for further escalation.
- Support the Service Centre Manager in determining day to day work priorities and implementing customer experience, marketing, promotion and other operational initiatives.

Key relationships

Who	Why
Internal	
Service Centre Manager	Provide advice on channel operational issues, development and deployment of solutions. Escalate issues, receive instructions and ensure targets are met
Concierge	Provide advice, influence and convince of suitable course of actions for an integrated approach to service delivery
Customer Service Representative	Provide direction Build a shared sense of direction and a culture of service and performance
Other Service Coordinators	Regularly engage to share or seek information, and/or to advocate a particular position.
External	
Customers	Manage and monitor provision of service

Role dimensions

Decision making

The position is fully accountable for the allocation of customer service workflow

Reporting line

The Service Coordinator reports directly to the Service Centre Manager.

Essential requirements

- Proven experience in working in a service centre with knowledge of core products, policies and procedures related to an organisation.
- Demonstrated ability to effectively lead teams in a high volume environment with the ability to drive change in the workplace and create a positive outcome for customers.
- Ability to coach, train and mentor employees to enable them to achieve individual and organisational goals.




Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
 Results	Deliver Results	Adept
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Adept
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Foundational
	Technology	Intermediate
	Procurement and Contract Management	Foundational
	Project Management	Foundational

- **Focus capabilities**

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Foundational	<ul style="list-style-type: none"> • 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 • Stay calm in challenging situations
Personal Attributes Display Resilience and Courage	Intermediate	<ul style="list-style-type: none"> • Be flexible and adaptable and respond quickly when situations change • Offer own opinion and raise challenging issues • Listen when ideas are challenged and respond in a reasonable way • Work through challenges • Stay calm and focused in the face of challenging situations
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> • Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of 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, difficult and controversial issues
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> • Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound 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 keep control of own emotions and act as a stabilising influence even in the most challenging situations
Personal Attributes Act with Integrity	Foundational	<ul style="list-style-type: none"> • Behave in an honest, ethical and professional way

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Take opportunities to clarify understanding of ethical behaviour requirements Identify and follow legislation, rules, policies, guidelines and codes of conduct that apply to your role Speak out against misconduct, illegal and inappropriate behaviour Report apparent conflicts of interest
Personal Attributes Act with Integrity	Intermediate	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way Support a culture of integrity and professionalism Understand and follow legislation, rules, policies, guidelines and codes of conduct Help others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct Recognise and report misconduct, illegal or inappropriate behaviour Report and manage apparent conflicts of interest
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way and encourage others to do so Demonstrate professionalism to support a culture of integrity within the team/unit Set an example for others to follow and identify and explain ethical issues Ensure that others understand the legislation and policy framework within which they operate Act to prevent and report misconduct, illegal and inappropriate behaviour
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate 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 on reported breaches of rules, policies and guidelines
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> Champion and act as an advocate for the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government Define, communicate and evaluate ethical practices, standards and systems and reinforce their use

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports
Personal Attributes Manage Self	Foundational	<ul style="list-style-type: none"> Be willing to develop and apply new skills Show commitment to completing work activities effectively Look for opportunities to learn from the feedback of others
Personal Attributes Manage Self	Intermediate	<ul style="list-style-type: none"> 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 Maintain own motivation when tasks become difficult
Personal Attributes Manage Self	Adept	<ul style="list-style-type: none"> 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 a high level of personal motivation
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> 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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> Promote and model the value of self-improvement and be proactive in seeking opportunities for growth Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours Manage challenging, ambiguous and complex issues calmly and logically Model initiative and decisiveness
Personal Attributes Value Diversity	Foundational	<ul style="list-style-type: none"> Acknowledge and be responsive to diverse experiences, perspectives, values and beliefs Be open to the inputs of others Work to understand the perspectives of others
Personal Attributes Value Diversity	Intermediate	<ul style="list-style-type: none"> Be responsive to diverse experiences, perspectives, values and beliefs and listen to others' individual viewpoints Seek input from others who may have different perspectives and needs Adapt well in diverse environments
Personal Attributes Value Diversity	Adept	<ul style="list-style-type: none"> Seek to promote the value of diversity for the organisation Recognise and adapt to individual differences and working styles

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Value Diversity	Advanced	<ul style="list-style-type: none"> Support initiatives that create an environment in which diversity is valued Encourage and include diverse perspectives in the development of policies and strategies Leverage diverse views and perspectives to develop new approaches to delivery of outcomes Build and monitor a workplace culture that values fair and inclusive practices and diversity principles Implement methods and systems to ensure that individuals can participate to their fullest ability Recognise the value of individual differences to support broader organisational strategies
Personal Attributes Value Diversity	Highly Advanced	<ul style="list-style-type: none"> Create and drive a culture where all staff value diversity of people, experiences and backgrounds Use diversity to foster innovation, drive change across the organisation and leverage business outcomes Develop and promote integrated workplace diversity principles across the organisation Champion the business benefits generated by workforce diversity Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability
Relationships Communicate Effectively	Foundational	<ul style="list-style-type: none"> Speak at the right pace and volume for varied audiences Allow others time to speak Display active listening Explain things clearly Be aware of own body language and facial expressions Write in a way that is logical and easy to follow
Relationships Communicate Effectively	Intermediate	<ul style="list-style-type: none"> Focus on key points and speak in 'Plain English' 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 and adapt where necessary Prepare written material that is well structured and easy to follow by the intended audience Communicate routine technical information clearly
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none"> Tailor communication to the audience Clearly explain complex concepts and arguments to individuals and groups Monitor own and others' non-verbal cues and adapt where necessary Create opportunities for others to be heard Actively listen to others and clarify own understanding Write fluently in a range of styles and formats

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • 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 cross-government, cross jurisdictionally and outside of government • Actively listen, and identify ways to ensure all have an opportunity to contribute • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Foundational	<ul style="list-style-type: none"> • Understand the importance of customer service • Help customers understand the services that are available • Take responsibility for delivering services which 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
Relationships Commit to Customer Service	Intermediate	<ul style="list-style-type: none"> • Support a culture of quality customer service in the organisation • Demonstrate a thorough knowledge of the services provided and relay 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 • Co-operate across work areas to improve outcomes for customers
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Find opportunities to co-operate with internal and external parties to improve outcomes for customers • Maintain relationships with key customers in area of expertise

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> Connect and collaborate with relevant stakeholders within the community Promote a culture of quality customer service in the organisation 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 Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> Create a culture which 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	Foundational	<ul style="list-style-type: none"> Work as a supportive and co-operative team member, share information and acknowledge others' efforts Respond to others who need clarification or guidance on the job Step in to help others when workloads are high Keep team and supervisor informed of work tasks
Relationships Work Collaboratively	Intermediate	<ul style="list-style-type: none"> Build a supportive and co-operative team environment Share information and learning across teams Acknowledge outcomes which were achieved by effective collaboration Engage other teams/units to share information and solve issues and problems jointly Support others in challenging situations
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/units Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> 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 organisational, whole-of-government and cross jurisdictional solutions Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Foundational	<ul style="list-style-type: none"> Utilise facts to support claims Help to find solutions that contribute to positive outcomes Contribute to resolving differences with other staff or parties Respond to conflict without worsening the situation and refer to a supervisor where appropriate Know when to withdraw from a conflict situation
Relationships Influence and Negotiate	Intermediate	<ul style="list-style-type: none"> Utilise 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 Keep discussion focused on the key issues
Relationships Influence and Negotiate	Adept	<ul style="list-style-type: none"> 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 and explain the need for compromise Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relations with internal and external stakeholders Pre-empt and minimise conflict
Relationships	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial win/win outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Influence and Negotiate		<ul style="list-style-type: none"> • Show sensitivity and understanding in resolving acute and complex conflicts • 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 • Pre-empt and minimise conflict within the organisation and with external stakeholders
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • 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 negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt 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 Deliver Results	Foundational	<ul style="list-style-type: none"> • 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 • Seek clarification when unsure of work tasks
Results Deliver Results	Intermediate	<ul style="list-style-type: none"> • Complete work tasks to agreed budgets, timeframes and standards • Take the initiative to progress and deliver own and team/unit work • Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals • Seek and apply specialist advice when required
Results Deliver Results	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • 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 connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Plan and Prioritise	Foundational	<ul style="list-style-type: none"> • 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
Results Plan and Prioritise	Intermediate	<ul style="list-style-type: none"> • Understand the team/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 impact on the achievement of team/unit goals • Accommodate and respond with initiative to changing priorities and operating environments
Results Plan and Prioritise	Adept	<ul style="list-style-type: none"> • Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Evaluate achievements and adjust future plans accordingly Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate including contingency provisions Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, such as government policy/economic conditions, to 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 transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Plan and Prioritise	Highly Advanced	<ul style="list-style-type: none"> Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff Understand 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, including whole-of-government policy directions
Results Think and Solve Problems	Foundational	<ul style="list-style-type: none"> Find and check information needed to complete own work tasks Identify and inform supervisor of issues that may impact on completion of tasks Escalate more complex issues and problems when these are identified Share ideas about ways to improve work tasks and solve problems Suggest improvements to work tasks for the team
Results Think and Solve Problems	Intermediate	<ul style="list-style-type: none"> Research and analyse information and make recommendations based on relevant evidence Identify issues that may hinder completion of tasks and find appropriate solutions Be willing to seek out input from others and share own ideas to achieve best outcomes Identify ways to improve systems or processes which are used by the team/unit
Results Think and Solve Problems	Adept	<ul style="list-style-type: none"> Research and analyse information, identify interrelationships and make recommendations based on relevant evidence Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness Identify and share business process improvements to enhance effectiveness
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> 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 Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements Implement systems and processes that underpin high quality research and analysis
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages 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 long standing, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Results Demonstrate Accountability	Foundational	<ul style="list-style-type: none"> 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
Results Demonstrate Accountability	Intermediate	<ul style="list-style-type: none"> Take responsibility and be accountable for own actions Understand delegations and act within authority levels Identify and follow safe work practices, and be vigilant about their application by self and others Be alert to risks that might impact the completion of an activity and escalate these when identified Use financial and other resources responsibly
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> Assess work outcomes and identify and share learnings to inform future actions Ensure that actions of self and others are focused on achieving organisational outcomes Exercise delegations responsibly Understand and apply high standards of financial probity with public monies and other resources

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others Conduct and report on quality control audits Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> 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
Results Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness Promote a culture of accountability with clear line of sight to government goals Set standards and exercise due diligence to ensure work health and safety risks are addressed Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with 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 the achievement of government aims and objectives
Business Enablers Finance	Foundational	<ul style="list-style-type: none"> 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 as well as calculating and recording financial data and transactions Be aware of financial delegation principles and processes Understand compliance obligations related to using resources and recording financial transactions
Business Enablers Finance	Intermediate	<ul style="list-style-type: none"> Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending Take account of financial and budget implications, including value for money in planning decisions

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Present basic financial information to a target audience in an appropriate format • Understand financial audit, reporting and compliance obligations and the actions needed to satisfy them • Display an awareness of financial risk and exposure and solutions to address these
Business Enablers Finance	Adept	<ul style="list-style-type: none"> • Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures • 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 • Understand and apply financial audit, reporting and compliance obligations • Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate • Seek specialist advice and support where required • Make decisions and prepare business cases paying due regard to financial considerations
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • 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 direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Business Enablers Finance	Highly Advanced	<ul style="list-style-type: none"> • Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation • Define organisational directions and set priorities and business plans with reference to key financial indicators • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services • Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals • Establish effective governance to ensure the ethical and honest use of financial resources across the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Technology	Foundational	<ul style="list-style-type: none"> Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation Display familiarity and confidence in the use of core office software applications or other technology used in role Understand the use of computers, telecommunications, audio-visual equipment or other technologies used by the organisation Understand information, communication and document control policies and systems, and security protocols Comply with policies on acceptable use of technology
Business Enablers Technology	Intermediate	<ul style="list-style-type: none"> Apply computer applications that enable performance of more complex tasks Apply practical skills in the use of relevant technology Make effective use of records, information and knowledge management functions and systems Understand and comply with information and communications security and acceptable use policies Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies
Business Enablers Technology	Adept	<ul style="list-style-type: none"> Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks Identify opportunities to use a broad range of communications technologies to deliver effective messages Understand, act on and monitor compliance with information and communications security and use policies Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business Support compliance with the records, information and knowledge management requirements of the organisation
Business Enablers Technology	Advanced	<ul style="list-style-type: none"> Show commitment to the use of existing and deployment of appropriate new technologies in the workplace Implement appropriate controls to ensure compliance with information and communications security and use policies Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes Implement and monitor appropriate records, information and knowledge management systems protocols, and policies
Business Enablers Technology	Highly Advanced	<ul style="list-style-type: none"> Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Establish effective governance to ensure organisational compliance with information and communications security and use policies Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements
Business Enablers Procurement and Contract Management	Foundational	<ul style="list-style-type: none"> Comply with basic ordering, receipting and payment processes Apply basic checking and quality control processes to activities which support procurement and contract management
Business Enablers Procurement and Contract Management	Intermediate	<ul style="list-style-type: none"> Understand and comply with legal, policy and organisational guidelines and procedures in relation to procurement and contract management Conduct delegated purchasing activities, complying with prescribed guidelines and procedures Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements
Business Enablers Procurement and Contract Management	Adept	<ul style="list-style-type: none"> Apply legal, policy and organisational guidelines and procedures in relation 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, and that contract performance is effective Be aware of procurement and contract management risks, and what actions are expected to mitigate these 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
Business Enablers Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> Ensure that government and organisational policy in relation to procurement and contract management is implemented Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Procurement and Contract Management	Highly Advanced	<ul style="list-style-type: none"> • Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors • 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 both compliance and effectiveness of procurement and contract management within the organisation
Business Enablers Project Management	Foundational	<ul style="list-style-type: none"> • Plan and deliver tasks in line with agreed schedules • Check progress against schedules, and seek help to overcome barriers • Participate in planning and provide feedback about improvements to schedules
Business Enablers Project Management	Intermediate	<ul style="list-style-type: none"> • Perform basic research and analysis which others will use to inform project directions • Understand project goals, steps to be undertaken and expected outcomes • Prepare accurate documentation to support cost or resource estimates • Participate and contribute to reviews of progress, outcomes and future improvements • Identify and escalate any possible variance from project plans
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> • Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders 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 variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Manage and Develop People	Foundational	<ul style="list-style-type: none"> • Clarify work required, expected behaviours and outputs • Contribute to developing team capability and recognise potential in people • Give support and regular constructive feedback that is linked to development needs • Identify appropriate learning opportunities for team members • Recognise performance issues that need to be addressed and seek appropriate advice
People Management Manage and Develop People	Intermediate	<ul style="list-style-type: none"> • Ensure that roles and responsibilities are clearly communicated • Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks • Develop team capability and recognise and develop potential in people • Be constructive and build on strengths when giving feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolution of issues
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> Monitor and report on performance of team in line with established performance development frameworks 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 Provide timely, constructive and objective feedback to staff Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> Ensure performance development frameworks are in place to manage staff performance, drive 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, which values high levels of constructive feedback, and exposure to new experiences Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
People Management Inspire Direction and Purpose	Foundational	<ul style="list-style-type: none"> Assist team to understand organisational direction Ensure team members understand the organisation's, policies and services Ensure team members understand how their activities align to business objectives and affect overall performance Recognise and acknowledge team members' high quality work
People Management Inspire Direction and Purpose	Intermediate	<ul style="list-style-type: none"> Assist team to understand organisational direction and explain the reasons behind decisions Ensure the team/unit objectives lead to the achievement of business outcomes that align with the organisational policies Recognise and acknowledge individual/team performance
People Management Inspire Direction and Purpose	Adept	<ul style="list-style-type: none"> Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation Translate broad goals into operational needs and explain the links for the team Link team performance goals to team/unit goals to ensure implementation of government policy

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> Ensure team objectives and outcomes lead to implementation of government policy Recognise and acknowledge high individual/team performance Promote a sense of purpose and enable others to understand the links between government policy and organisational goals Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Work to remove barriers to achievement of goals
People Management Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in 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
People Management Optimise Business Outcomes	Foundational	<ul style="list-style-type: none"> Keep team members informed of the reasons for decisions so that this may 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 team members understand business principles to achieve work tasks effectively Ensure team goals and standards are met
People Management Optimise Business Outcomes	Intermediate	<ul style="list-style-type: none"> Develop team/unit plans that take into account team capability and strengths Plan and monitor resource allocation effectively to achieve team/unit objectives Ensure 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 the availability of capable resources
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> Develop workforce plans that effectively distribute organisational resources to achieve business goals Plan for strategic use of human resources that links to wider organisational aims and goals Encourage others to strive for ongoing performance improvement Align systems and processes to encourage improved performance and outcomes
People Management Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> 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 achievement of both the organisation's aims and goals and government's objectives Align workforce resources and talent with organisational priorities
People Management Manage Reform and Change	Foundational	<ul style="list-style-type: none"> Support change initiatives and assist staff 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 to accept and facilitate change
People Management Manage Reform and Change	Intermediate	<ul style="list-style-type: none"> Promote change processes and communicate change initiatives across team/unit Accommodate changing priorities and respond flexibly to uncertainty and ambiguity Support others in managing uncertainty and change
People Management Manage Reform and Change	Adept	<ul style="list-style-type: none"> Actively promote change processes to staff and participate in the communication of change initiatives across the organisation Provide guidance, coaching and direction to others 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
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> Clarify 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage Reform and Change	Highly Advanced	<ul style="list-style-type: none"> • Implement structured change management processes to identify and develop responses to cultural barriers • Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies • 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 • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level