

## Capability Comparison Guide

This guide is designed to be used with the [Role Description Development Guideline](#) to help decide capability levels or check that those selected are reasonable.

The guide has been developed for non-executive roles under the *Crown Employees (Administrative and Clerical Officers - Salaries) Award 2007* and Public Service senior executive roles.

It may also be used as a starting point for deciding capability levels and focus capabilities that apply to roles covered by other Awards or job classifications. Contact [CapabilityFramework@psc.nsw.gov.au](mailto:CapabilityFramework@psc.nsw.gov.au) for advice on developing a new guide for another Award, if required.

### How to use

The comparison table gives suggestions about the capability levels that apply to roles across different grades (non-executive roles) and bands (senior executive roles) and the number of focus capabilities from the Capability Framework or occupation specific capability sets for each grade/band.

In the comparison table:

- zero indicates the capability level is unlikely to apply to the grade or band
- a range indicates the possible variation(s) in the number of capabilities at the level applying to the grade or band.

The levels selected provide benchmarks for use throughout the employment lifecycle. Setting the capabilities too high or too low for the role will reduce their value for employment-related activities like recruitment, performance development and career planning.

### Focus capabilities

Focus capabilities are the capabilities that the employer has decided to be the most important for the effective performance of the role. They are identified from the Capability Framework and occupation specific capability sets (when used). Focus capabilities form part of the standards for the role and must be assessed at recruitment.

The Role Description Development Guideline recommends a minimum of 3 and a maximum of 10 focus capabilities could apply to a role. Three focus capabilities should only apply when a focus capability from the Business Enabler group is not identified as being needed for the role (usually entry level roles). In such cases, you could consider applying two capabilities from one of the other capability groups, if appropriate.

### Spread of capabilities

The spread of capabilities should generally not exceed three consecutive levels (for example, Foundational, Intermediate and Adept). Some roles will have most of their capabilities at one level, others spread over three levels, and there can be cross-over between capability levels at different grades. For example:

- a Clerk 11/12 could require capabilities only in the Intermediate-Adept range, or only in the Adept-Advanced range, or across all three ranges – Intermediate, Adept and Advanced
- a Clerk 9/10 would have capabilities at Intermediate and Adept levels predominantly but could also have capabilities at Advanced level.

Band 1 roles are very diverse. It is possible that some will have capabilities ranging from Intermediate to Advanced level while the spread for others will be Adept to Highly Advanced.

## Capability comparison table

Applies to roles covered by the *Crown Employees (Administrative and Clerical Officers - Salaries) Award 2007* and the Public Sector Senior Executive Bands. May also be used as a starting point in deciding capability levels and focus capabilities that apply to roles covered by other Awards or job classifications.

GRADE / BAND	FOUNDATIONAL	INTERMEDIATE	ADEPT	ADVANCED	HIGHLY ADVANCED	FOCUS CAPABILITIES
Band 4	0	0	0	4-6	14-16	8-10
Band 3	0	0	0-3	9-14	6-10	8-10
Band 2	0	0	1-5	10-15	3-6	8-10
Band 1	0	0-2	5-12	4-11	0-3	8-10
Clerk Grade 11/12	0	2-6	8-14	1-6	0-1	6-9
Clerk Grade 9/10	0	5-11	5-10	0-2	0	5-9
Clerk Grade 7/8	2-6	8-14	1-7	0	0	5-8
Clerk Grade 5/6	5-11	6-14	0-2	0	0	4-7
Clerk Grade 3/4	7-11	5-11	0	0	0	4-6
Clerk Grade 1/2	12-16	0-4	0	0	0	3-4
General Scale	12-16	0-4	0	0	0	3-4

### Notes

1. General Scale and Clerk Grade 1/2 - a minimum of 3 focus capabilities only applies to roles that do not have a focus capability from the Business Enablers group
2. Clerk Grade 3/4 and 5/6 – a minimum of 4 focus capabilities only applies to roles that do not manage people. Where the role manages people, a minimum of 5 focus capabilities apply
3. As per the Role Description Development Guidelines, the spread of capability levels selected for a role should not generally exceed 3 consecutive levels
4. Band 1 roles are diverse. Some may have capabilities in the Intermediate to Advanced level range, while the spread for others may be Adept to Highly Advanced
5. Contact [CapabilityFramework.psc.nsw.gov.au](http://CapabilityFramework.psc.nsw.gov.au) for advice on how to develop a new Guide for another Award if required.