



Department of Planning,
Lands and Heritage



Our VALUES-based Capability Framework

honour the **PAST**
create the **FUTURE**

MESSAGE FROM THE DIRECTOR GENERAL, Gail McGowan



I am pleased to present the Department of Planning, Lands and Heritage Values-based Capability Framework.

The Department of Planning, Lands and Heritage (DPLH) recognises that our people are its most important asset. We are committed to investing in our people to ensure we have the right capability and right culture to support the strategic agenda of the department and achieve great outcomes for Western Australia.

The following values-based capability framework is a key initiative that will enable us to build a capable workforce that can deliver on the department's strategy. It provides behaviourally-specific descriptions of what living our values looks like in practice and applies to **all staff** at **all levels**. However, each capability statement has been developed to reflect the expected behaviour of employees depending on their position, level of responsibility and decision making.

The capability statements, which are observable behaviours, have been developed to clearly communicate the department's expectations in terms of **how** we undertake our work to achieve outcomes, for both our existing and future employees. The framework describes the qualities and personal attributes that are required for successful performance in our organisation and will support and guide our strategic workforce management to ensure our people strategy is aligned with broader organisational and whole of government objectives.

The framework has been designed to reflect how staff progress and are expected to build capability at DPLH; the statements are broadly applicable as follows:

- **Foundation** capabilities apply to Level 1 to Level 3 positions
- **Intermediate** capabilities apply to Level 4 to Level 6 positions
- **Adept** capabilities apply to Level 7 and above.

The framework is intended to be flexible and used as a resource to guide and inform our people strategies and support our organisational culture.



Personal attributes – our values

Integrity – For every piece of land, site and opportunity, and in every interaction with internal and external stakeholders, we act with integrity to deliver positive outcomes for WA.

| FOUNDATION | INTERMEDIATE | ADEPT |
|---|--|--|
| <p>Adhere to the Code of Conduct, behaving and representing the department in an honest, transparent and ethical way.</p> <p>Speak out against and report misconduct, and illegal and inappropriate behaviour.</p> | <p>Role model sincerity, honesty, transparency and ethical behaviour in all interactions.</p> <p>Openly discuss matters to prevent misconduct, and illegal or inappropriate behaviour.</p> | <p>Champion, monitor and reinforce ethical practices and support a culture of integrity; ensure agency standards and systems are current, regularly evaluated and updated.</p> <p>Promote a culture in which people feel able to report breaches of rules, policies, standards and guidelines, and promptly act on any reports.</p> |

Respect – We treat each other with fairness and dignity, understanding our work is personal to our stakeholders and that every site and piece of land has a story.

| FOUNDATION | INTERMEDIATE | ADEPT |
|--|--|--|
| <p>Identify difference and maintain an awareness of personalities, motivations and diverse qualities, and be courteous and kind to others.</p> <p>Recognise the value of diverse views and perspectives, seeking input from others.</p> | <p>Recognise the value of diverse qualities and perspectives of others, encourage a range of inputs by showing empathy and kindness, adapt to different working styles and implement methods to ensure all can participate.</p> | <p>Create and lead a culture where all staff recognise and value diversity of people, experience and backgrounds, and use diversity to foster innovation, drive change and maximise business outcomes.</p> <p>Develop and promote integrated workplace diversity principles, policies and practices across the organisation, and champion the benefits of diversity.</p> |



Collaboration – We understand the benefits of collaborating with our stakeholders to share ideas, solve problems and plan for the future.

| FOUNDATION | INTERMEDIATE | ADEPT |
|---|--|---|
| <p>Work collaboratively, support and contribute to cooperative team environments and offer assistance with challenging situations.</p> | <p>Support and actively drive cooperation within teams and with stakeholders; overcome knowledge sharing and communication challenges within the organisation and across government.</p> <p>Identify opportunities to improve service delivery and achieve outcomes by engaging others' expertise and strengths and building partnerships.</p> | <p>Promote successful outcomes of collaboration and foster a culture of information sharing, communication and learning across the organisation and whole of government.</p> <p>Seek out and facilitate opportunities to collaborate with stakeholders to proactively solve problems and develop organisational, interagency and whole of government solutions.</p> |

Professionalism – We deliver our work to the highest standards, using our specialised knowledge and skills to provide our stakeholders with excellent service in all areas of our work.

| FOUNDATION | INTERMEDIATE | ADEPT |
|---|---|--|
| <p>Deliver highly responsive customer-focused solutions and services to ensure business requirements and expectations are met within agreed timeframes.</p> <p>Enthusiastically participate in learning opportunities and apply new skills to improve performance.</p> | <p>Role model a commitment to always delivering excellent customer service, and identify ways to tailor services to more effectively meet customer needs.</p> <p>Examine and reflect on own performance, seek out opportunities to learn new skills and develop strengths.</p> | <p>Develop and foster a highly responsive customer service culture, and create an environment that enables customer service excellence through careful allocation of resources.</p> <p>Promote and model the value of self-improvement, showing a commitment and willingness to modify own behaviour based on feedback.</p> |

Innovation – We proactively seek out and adopt new ideas and approaches to create value for our stakeholders and guide the creation of connected communities and prosperous places.

| FOUNDATION | INTERMEDIATE | ADEPT |
|---|---|--|
| <p>Accept new ideas, apply curiosity and use initiative to identify and implement new and innovative ways of working.</p> <p>Embrace digitisation and apply technological advances to improve performance, accepting disruption to achieve better outcomes.</p> | <p>Lead in developing new and innovative ways of working by seeking out contemporary practices and applying learning to improve performance.</p> <p>Embrace digitisation and identify opportunities for technological advances, planning for disruption to achieve better outcomes.</p> | <p>Create a climate that fosters curiosity and encourages, supports and embraces new ideas, initiatives and ways of working; support staff in translating these into practice.</p> <p>Engage with the department's digital strategy and embrace digital transformation by enabling, supporting and facilitating innovation through the use of technology; forecast and manage disruption to achieve better outcomes.</p> |