



Government of **Western Australia**  
Department of **Treasury**

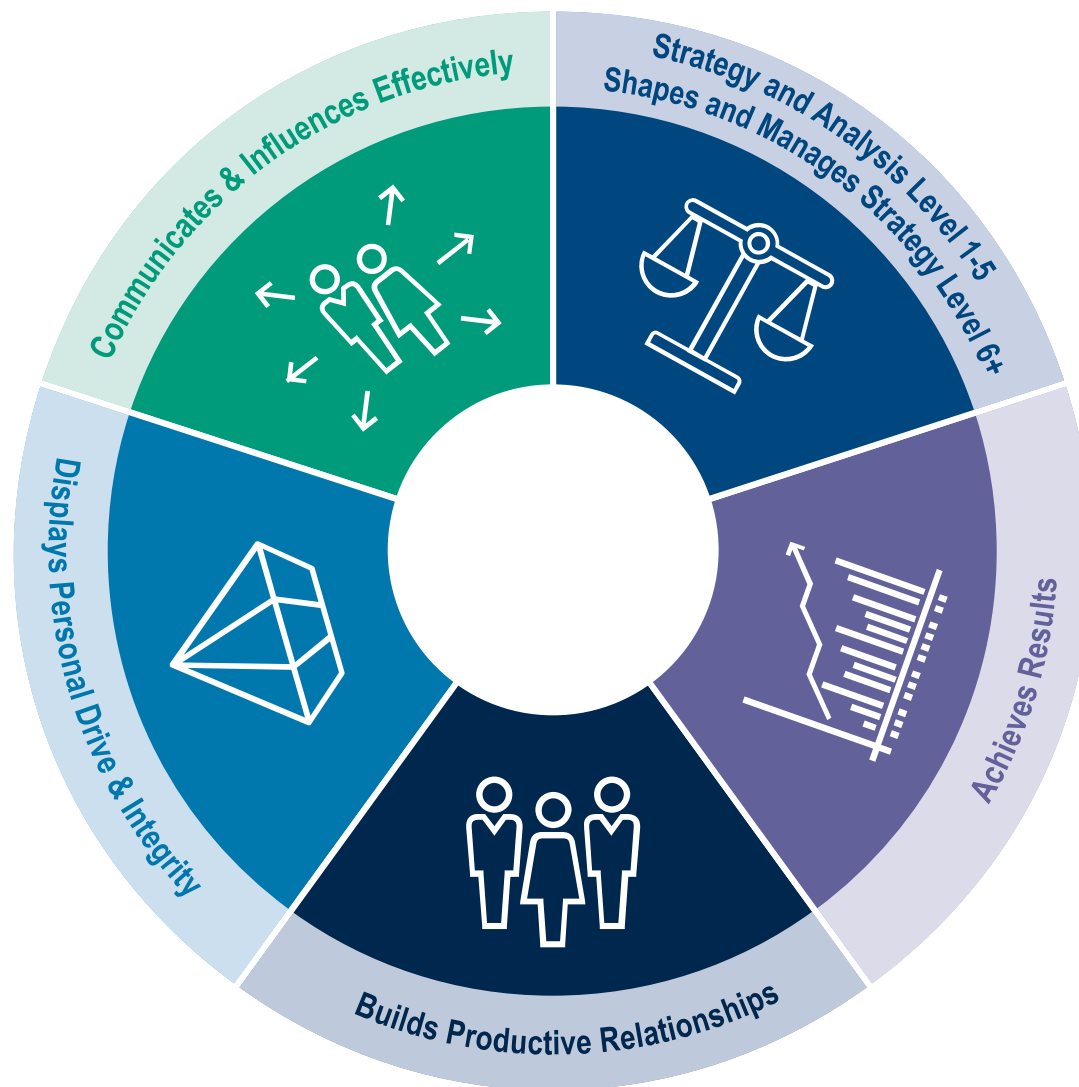
Department of Treasury

# Capability Framework

Updated February 2021

## Treasury Capability Framework

The Treasury Capability Framework is based on the Australian Public Sector Commission and WA Public Sector Commission Capability and Leadership Frameworks. The Framework outlines the capabilities and associated expected behaviours that are required for successful performance at Treasury. The Framework incorporates Treasury's values and aligns with Treasury's strategic goals. It aims to ensure there are consistent expectations of skills and behaviours throughout the employee lifecycle. It is designed to be used for recruitment, learning and development, performance management, leadership progression and succession management.



The table below outlines the descriptors and behavioural indicators for each of the five capabilities relevant to that level. Where descriptors are in bold and italicised it represents a variation from the previous level. This is designed primarily to be utilised during Development and Performance agreements, leadership development and during recruitment processes.

Level 3 Behavioural Indicators per Capability				
Strategy and Analysis	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
<p><b><i>Proactively</i></b> analyses and evaluates information <b><i>and displays innovative thinking.</i></b></p>	<p>Works independently and as part of a team <b><i>to achieve results.</i></b> Displays a strong work ethic and resilience.</p>	<p>Builds trust <b><i>and effectively works together with internal and external stakeholders.</i></b></p>	<p>Displays judgement, initiative and professionalism.</p>	<p>Communicates information in a clear and effective manner <b><i>for the target audience.</i></b></p>
<p><b>Thinks strategically and supports the strategic direction</b></p> <ul style="list-style-type: none"> <li>■ Understands and supports Treasury's vision, values and strategic goals.</li> <li>■ <b><i>Understands the work environment and contributes to the development of work plans and team goals.</i></b></li> <li>■ Recognises how own work contributes to the achievement of <b><i>organisational goals.</i></b></li> </ul>	<p><b>Proactively manages work</b></p> <ul style="list-style-type: none"> <li>■ Takes personal responsibility for accurate completion of work <b><i>and commits to achieving quality outcomes.</i></b></li> <li>■ <b><i>Establishes task plans to deliver work outputs following direction provided by supervisor.</i></b></li> <li>■ Works independently on tasks and seeks more challenging work.</li> <li>■ Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule.</li> </ul>	<p><b>Builds trust and operates as an effective team member</b></p> <ul style="list-style-type: none"> <li>■ Builds and sustains positive relationships with team members and stakeholders.</li> <li>■ Actively participates in team activities and contributes to team discussions.</li> <li>■ <b><i>Works collaboratively and operates as an effective team member to achieve results.</i></b></li> </ul>	<p><b>Demonstrates professionalism</b></p> <ul style="list-style-type: none"> <li>■ <b><i>Demonstrates</i></b> Treasury's Values and adheres to the Code of Conduct.</li> <li>■ Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</li> <li>■ Displays judgement and respect <b><i>and reflects on own behaviour and recognises the impact on others.</i></b></li> </ul>	<p><b>Communicates clearly</b></p> <ul style="list-style-type: none"> <li>■ <b><i>Confidently presents messages in a clear, concise manner.</i></b></li> <li>■ Focuses on key points and uses appropriate language.</li> <li>■ Structures written and oral communication <b><i>to ensure clarity.</i></b></li> </ul>
<p><b>Displays innovative thinking</b></p> <ul style="list-style-type: none"> <li>■ Demonstrates an awareness of the <b><i>implications of issues that may impact on the objectives of the work area.</i></b></li> <li>■ Participates in discussion and <b><i>actively shares ideas</i></b> about ways to improve work tasks and <b><i>solve problems.</i></b></li> </ul>	<p><b>Work with others to achieve agreed outcomes</b></p> <ul style="list-style-type: none"> <li>■ Shares knowledge <b><i>and seeks out the knowledge and skills of others within Treasury.</i></b></li> <li>■ Contributes own expertise to achieve outcomes for the team and supports the contributions of others.</li> <li>■ Maintains accurate record-keeping.</li> </ul>	<p><b>Understands the needs and interests of internal and external stakeholders</b></p> <ul style="list-style-type: none"> <li>■ Actively listens to colleagues and stakeholders.</li> <li>■ Responds under direction to changes in stakeholder needs and expectations.</li> </ul>	<p><b>Provides frank and fearless advice</b></p> <ul style="list-style-type: none"> <li>■ Provides accurate, <b><i>objective and balanced advice on issues.</i></b></li> <li>■ Acknowledges mistakes and learns from them.</li> <li>■ Seeks guidance and advice when required.</li> </ul>	<p><b>Tailors communication for the target audience</b></p> <ul style="list-style-type: none"> <li>■ <b><i>Seeks to understand the audience and</i></b> tailors communication style and message accordingly.</li> <li>■ Listens carefully to others and checks to ensure their views have been understood.</li> <li>■ Checks own understanding of others' comments.</li> </ul>
<p><b>Analyses and evaluates</b></p> <ul style="list-style-type: none"> <li>■ Knows where to find information, and asks questions to ensure a <b><i>full understanding of an issue.</i></b></li> <li>■ <b><i>Undertakes research and analysis and draws accurate conclusions and recommendations based on evidence and evaluation.</i></b></li> <li>■ <b><i>Identifies issues which could impact on tasks.</i></b></li> <li>■ <b><i>Uses common sense to recognise the importance of available information.</i></b></li> </ul>	<p><b>Responds positively to change and displays resilience</b></p> <ul style="list-style-type: none"> <li>■ Responds in a positive <b><i>and flexible manner to change.</i></b></li> <li>■ Demonstrates flexibility <b><i>and copes effectively with work changes and shifting priorities.</i></b></li> </ul>	<p><b>Values individual differences and diversity</b></p> <ul style="list-style-type: none"> <li>■ Understands, values and responds to different personal styles.</li> <li>■ Tries to see things from different perspectives.</li> <li>■ Treats people with respect and courtesy.</li> </ul>	<p><b>Actively contributes to the continual development of themselves</b></p> <ul style="list-style-type: none"> <li>■ Seeks feedback <b><i>from supervisor</i></b> to gauge satisfaction and seeks assistance when required.</li> <li>■ <b><i>Communicates</i></b> areas of strengths and works with supervisor to identify development needs.</li> <li>■ <b><i>Identifies learning and development opportunities.</i></b></li> </ul>	<p><b>Considers alternative perspectives and negotiates</b></p> <ul style="list-style-type: none"> <li>■ Listens to, and considers different ideas <b><i>and discusses issues thoughtfully.</i></b></li> <li>■ <b><i>Identifies other people's expectations, perspectives and concerns.</i></b></li> <li>■ Discusses issues and differing points of view in a calm and measured manner.</li> </ul>