



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

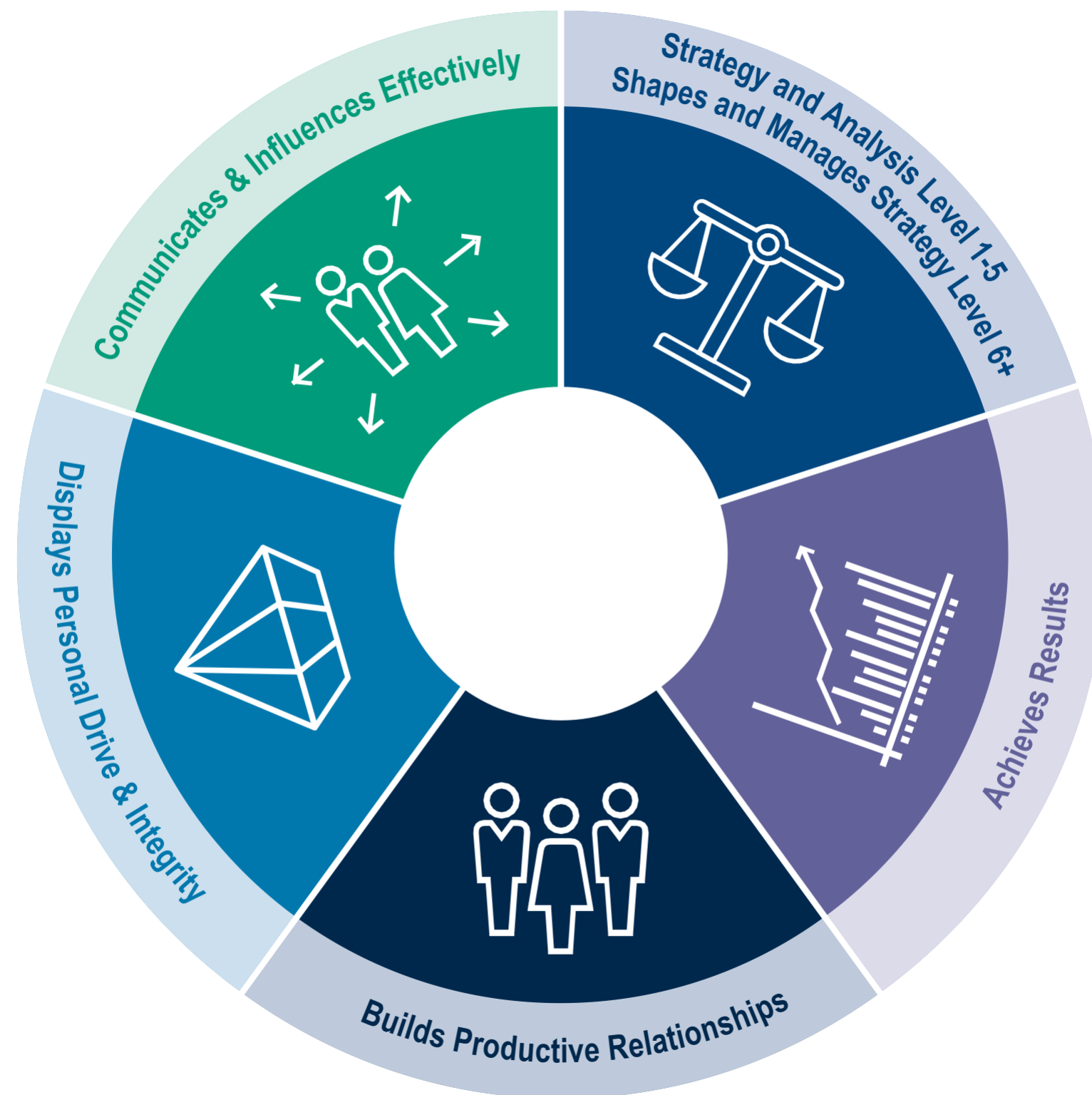
Department of Treasury

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.

Director Behavioural Indicators per Capability				
Shapes and Manages Strategy	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
<i>Anticipates issues and leads in the development of innovative solutions to optimise performance. Develops and drives operational deliverables and strategic goals.</i>	<i>Decisively</i> manages and leads team and organisational work deliverables. Role models collaborative behaviour and displays a strong work ethic and resilience.	Builds and sustains relationships and trust with internal stakeholders and a broad network of external stakeholders to achieve mutually beneficial outcomes.	Role models judgement, initiative and professionalism and encourages these standards in others. Proactively develops themselves and others.	Communicates complex information in a clear, articulate and compelling manner to engage and influence internal and external stakeholders.
Thinks strategically and drives the strategic direction <ul style="list-style-type: none">■ Supports and promotes Treasury’s vision, values, and strategic goals and aligns operational activities.■ <i>Translates the strategy into operational goals and creates a shared sense of purpose within the Directorate.</i>■ Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.■ Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.	Proactively manages and builds capacity <ul style="list-style-type: none">■ Demonstrates personal drive, focus and energy to ensure quality work outcomes are delivered for <i>the organisation and galvanises others to act to achieve outcomes.</i>■ Works independently as well as leads and motivates the Directorate to achieve key deliverables.■ Acts decisively and adopts a planned approach to the management of program(s).■ <i>Builds teams with complementary skills and engages in succession planning.</i>■ Allocates resources in a manner that delivers results <i>and optimises resourcing combinations.</i>	Builds trust and operates as an effective team member <ul style="list-style-type: none">■ Facilitates cooperation within and between the Directorates.■ Builds and sustains positive team relationships and resolves conflict in a timely manner.■ Fosters teamwork and rewards cooperative and collaborative behaviour.■ Actively listens to colleagues and stakeholders.	Demonstrates professionalism <ul style="list-style-type: none">■ Demonstrates and promotes Treasury’s Values and Code of Conduct <i>and acts with utmost integrity and professionalism and encourages these standards in others.</i>■ Operates professionally and within the boundaries of organisational processes and legal and public policy constraints.■ Displays judgement and respect and reflects on own behaviour and recognises the impact on others.■ <i>Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</i>	Communicates clearly <ul style="list-style-type: none">■ Confidently presents messages in a clear, concise and articulate manner.■ <i>Focuses on key points for the audience and uses appropriate, unambiguous language, and explains the implications and ensures the conclusion is clearly conveyed.</i>■ Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity
Demonstrates innovative thinking <ul style="list-style-type: none">■ Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and applies best practice approaches.■ Identifies and evaluates organisation-wide implications when considering proposed solutions to issues.■ Explore a range of possibilities and creative alternatives to contributes to systems, process, and business improvements.	Work with others to achieve agreed outcomes <ul style="list-style-type: none">■ Shares knowledge and actively encourages and ensures there is collaboration on work with all relevant areas of Treasury.■ Contributes own expertise and supports the contributions of others.■ Ensures appropriate knowledge management practices are occurring within the Directorate.	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none">■ Builds <i>and sustains relationships within the organisation, and across the sector with a diverse range of stakeholders.</i>■ Brings people together and encourages input from key stakeholders.■ <i>Shows a commitment to effective stakeholder management through role modelling appropriate behaviour.</i>	Provides frank and fearless advice <ul style="list-style-type: none">■ <i>Provides impartial and forthright advice.</i>■ <i>Is prepared to make tough decisions to achieve desired outcomes.</i>■ <i>Challenges and encourages debate on difficult or controversial issues.</i>■ Stands by own position and supports others when required.■ <i>Takes responsibility</i> for mistakes and learns from them.	Tailors communication for the target audience <ul style="list-style-type: none">■ Seeks to understand the audience and tailors communication style and message accordingly.■ Listens carefully to others and checks to ensure their views have been understood.■ Checks own understanding of others’ comments.■ Anticipates reactions <i>and prepares a response to address the audience’s concerns.</i>
Analyses and evaluates <ul style="list-style-type: none">■ Undertakes objective, critical analysis, distills the core issues and presents logical arguments and draws accurate conclusions and recommendations.■ <i>Explores possibilities and creative alternatives.</i>■ Evaluates ongoing project performance and identifies critical success factors.■ Instigates continuous improvement activities.	Leads change and displays resilience <ul style="list-style-type: none">■ Monitors own emotional reactions and responds to pressure in a controlled manner.■ <i>Displays a positive outlook and maintains momentum in difficult situations.</i>■ Persists and focuses on achieving <i>organisational</i> objectives even in difficult circumstances.■ Actively ensures stakeholders are kept informed during times of change.■ Strives to achieve and encourages others to do the same.■ Responds flexibly to changing demands.	Values individual differences and diversity <ul style="list-style-type: none">■ Recognises the positive benefits that can be gained from diversity.■ Harnesses understanding of differences to anticipate reactions and enhance interactions.■ Recognises the different working styles of individuals, and tries to see things from different perspectives.■ Treats people with respect and courtesy.	Actively contributes to the continual development of themselves and others <ul style="list-style-type: none">■ <i>Examines</i> own performance and <i>regularly</i> seeks feedback from others.■ <i>Confidently promotes areas of strength, acknowledges development needs and proactively identifies related learning opportunities to extend skills and experience.</i>■ Encourages and motivates people to engage in continuous learning, and empowers them by delegating <i>responsibility for work.</i>■ <i>Sets clear performance standards and</i> gives timely praise and recognition. Delivers constructive feedback and <i>manages under-performance.</i>	Negotiates Persuasively <ul style="list-style-type: none">■ Approaches negotiations with a strong grasp of the key issues, having prepared well in advance.■ Discusses issues and differing points of view in a calm and measured manner.■ <i>Presents a convincing and balanced rationale.</i>■ Anticipates the position of the other party, and is <i>aware of the extent of potential for compromise.</i>■ <i>Acknowledges and addresses disagreements to facilitate mutually beneficial solutions.</i>■ <i>Encourages the support of relevant stakeholders.</i>■ <i>Focuses on the desired objectives and ensures negotiations remain on track.</i>