



Government of **Western Australia**
Department of Treasury

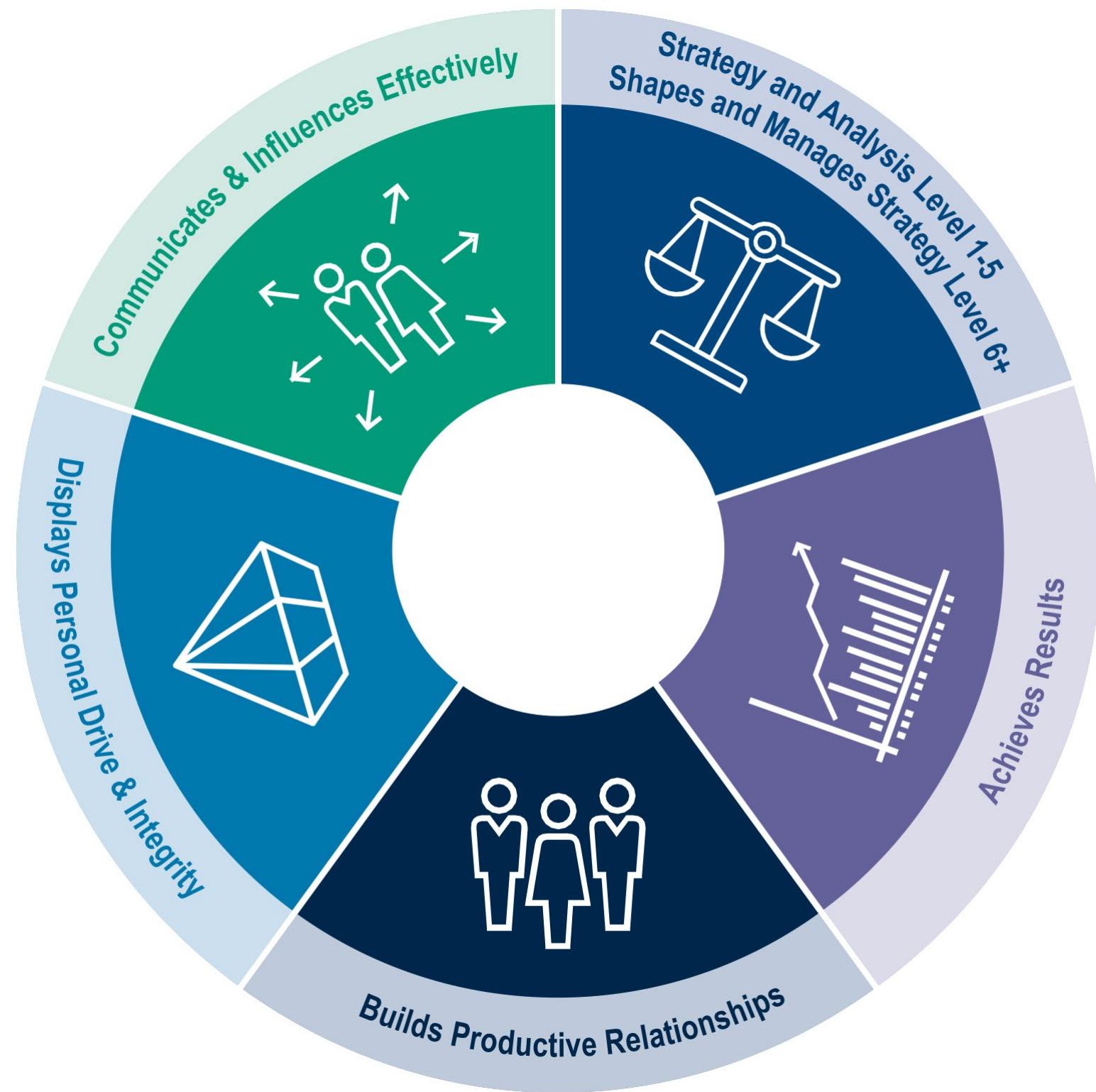
Department of Treasury

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 8 (Manager) Behavioural Indicators per Capability				
Shapes and Manages Strategy	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Anticipates, analyses and manages emerging issues to optimise performance. Leads in developing innovative solutions to complex problems.	Effectively 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. 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 and galvanises others to act to achieve outcomes. Works independently as well as leads and motivates a team to achieve key team deliverables. Acts decisively and adopts a planned approach to the management of program(s). Assists in building teams with complementary skills and allocates resources in a way that delivers results. 	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 and acts with integrity and professionalism. Acts professionally and impartially at all times and operates 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. 	Communicates clearly <ul style="list-style-type: none"> Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate, unambiguous language. 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"> 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. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and applies best practice approaches. 	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 relationships and encourages input from a network of internal and external stakeholders. Brings people together and encourages input from key stakeholders. Anticipates and is responsive to internal and external stakeholder needs. 	Provides frank and fearless advice <ul style="list-style-type: none"> Provides accurate, balanced and compelling advice. Acknowledges mistakes and learns from them, and seeks guidance and advice when required. Challenges important issues constructively, stands by own position and supports others when required. 	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 and is prepared to respond.
Analyses and evaluates <ul style="list-style-type: none"> Undertakes objective, critical analysis and distills the core issues. Gathers and evaluates information from a variety of sources, and explores new ideas and different viewpoints. Presents logical arguments and draws accurate conclusions and recommendations. 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. Persists and focuses on achieving objectives even in difficult circumstances. Assists in the implementation of change initiatives with a focus on the desired outcomes. 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 and encourages the exploration of diverse views. 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. Treat people with respect and courtesy. 	Actively contributes to the continual development of themselves and others <ul style="list-style-type: none"> Self-evaluates performance and seeks feedback from others, communicates and acts on strengths and development needs. Shows strong commitment to learning and self-development. Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Delivers constructive feedback in a manner that gains acceptance and achieves resolution and deals with under-performance promptly. 	Negotiates Persuasively <ul style="list-style-type: none"> Discusses issues and differing points of view in a calm and measured manner. Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Anticipates the position of the other party, and adapts approach accordingly. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.