



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

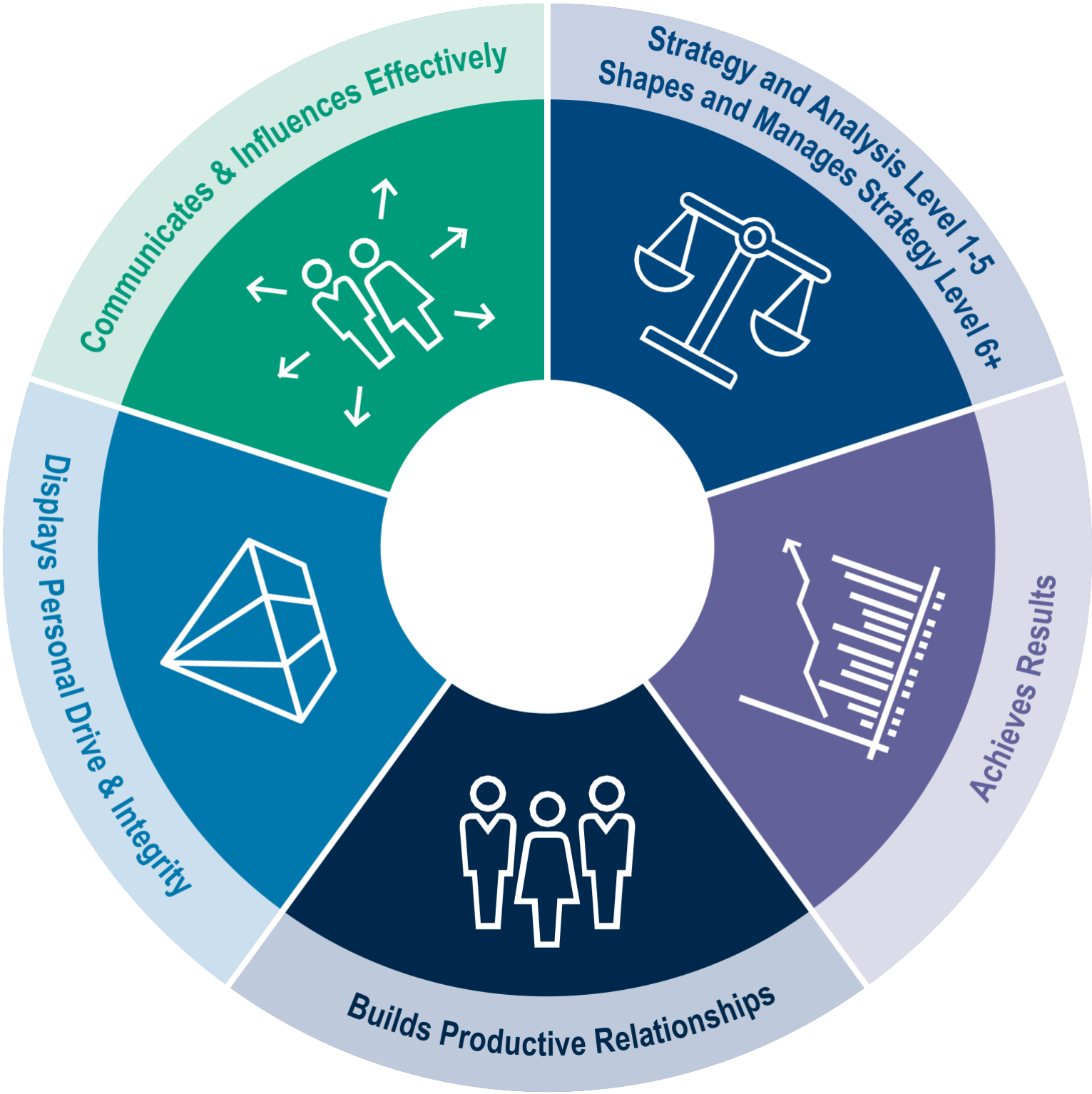
Department of Treasury

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 6 Behavioural Indicators per Capability				
Shapes and Manages Strategy	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Anticipates, analyses <i>and manages emerging issues. Develops innovative solutions to complex problems.</i>	Works independently and <i>manages own work deliverables.</i> Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.	Builds trust and effectively <i>collaborates</i> with a diverse group of internal and external stakeholders to achieve mutually beneficial outcomes.	Displays judgement, initiative and professionalism. <i>Continually develops themselves and others.</i>	Communicates complex information in a clear and effective manner for the target audience.
Thinks strategically and contributes to the strategic direction <ul style="list-style-type: none"> ■ Understands, supports and <i>promotes</i> Treasury's vision, values, and strategic goals. ■ <i>Initiates and contributes to the development of team</i> goals, strategies and work plans. ■ Identifies broader <i>factors, trends</i> and influences that may impact on the team's work objectives. 	Proactively manages work <ul style="list-style-type: none"> ■ Takes personal responsibility and displays initiative and drive to ensure quality work outcomes are delivered. ■ <i>Establishes clear plans and timeframes for project/work task implementation and outlines specific activities.</i> ■ Works independently <i>and predominantly without supervision, mainly seeking guidance on complex issues.</i> ■ Monitors work progress, adjusts plans as required to ensure work completion. Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule. 	Builds trust and operates as an effective team member <ul style="list-style-type: none"> ■ Builds and sustains positive relationships with team members and stakeholders. ■ Works collaboratively and operates as an effective team member to achieve results <i>by actively engaging and participating.</i> ■ <i>Proactively offers assistance to colleagues.</i> 	Demonstrates professionalism <ul style="list-style-type: none"> ■ Demonstrates <i>and promotes</i> Treasury's Values and Code of Conduct. ■ Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. ■ Displays judgement and respect. 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. ■ Focuses on key points and uses appropriate, unambiguous language. ■ Structures written and oral communication to ensure clarity. ■ Selects the most appropriate medium for conveying information.
Demonstrates innovative thinking <ul style="list-style-type: none"> ■ <i>Takes account of the wider business context when considering options to resolve issues.</i> ■ <i>Explore a range of possibilities and creative alternatives to contributes to systems, process, and business improvements.</i> ■ Identify and implement <i>improved systems and processes that underpin high quality research and analysis.</i> 	Work with others to achieve agreed outcomes <ul style="list-style-type: none"> ■ Shares knowledge <i>and actively encourages others to collaborate and seek out the skills and experience of others within Treasury.</i> ■ Contributes own expertise and supports the contributions of others. ■ Manages information and knowledge through effective document management. 	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none"> ■ Actively listens to colleagues and stakeholders. ■ Involves others and recognises their contributions. ■ <i>Anticipates and</i> is responsive to stakeholder needs and expectations. 	Provides frank and fearless advice <ul style="list-style-type: none"> ■ Provides accurate, balanced and compelling advice. ■ Acknowledges mistakes and learns from them. ■ <i>Challenges issues constructively</i> and seeks guidance and advice 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.
Analyses and evaluates <ul style="list-style-type: none"> ■ Undertakes objective, systematic analysis and draws accurate conclusions and recommendations based on evidence. ■ <i>Gathers and evaluates</i> information from diverse sources <i>and explores new ideas and different viewpoints.</i> ■ Uses experience and stakeholder feedback to analyse <i>and evaluate</i> what information is important and how it should be used. ■ <i>Evaluates project/programs to ensure they have met expected outcomes.</i> 	Responds positively to change and displays resilience <ul style="list-style-type: none"> ■ <i>Monitors own emotional reactions and responds to pressure in a controlled manner.</i> ■ Demonstrates flexibility and copes effectively with work changes and shifting priorities. ■ Shares information with others <i>and assists them to adapt during change.</i> ■ <i>Assists in the implementation of change initiatives.</i> 	Values individual differences and diversity <ul style="list-style-type: none"> ■ Recognises the different working styles of individuals, and factors this into the management of <i>people</i> and tasks. ■ Recognises the positive benefits that can be gained from diversity. ■ <i>Encourages the exploration of diverse views and harnesses the benefits of such views.</i> ■ 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"> ■ Seeks out and acts on constructive feedback from others. ■ Identifies and actively seeks learning and development opportunities. ■ <i>Self-evaluates performance and identifies</i> areas of strengths and acknowledges development needs. ■ <i>Makes time to provide constructive feedback to others when required.</i> 	Considers alternative perspectives and negotiates persuasively <ul style="list-style-type: none"> ■ Listens to, and considers different ideas and discusses issues credibly and thoughtfully. ■ <i>Anticipates and identifies relevant stakeholders' expectations, perspectives and concerns.</i> ■ Approaches negotiations with a clear understanding of key issues and desired outcomes. ■ Discusses issues and differing points of view in a calm and measured manner.