



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

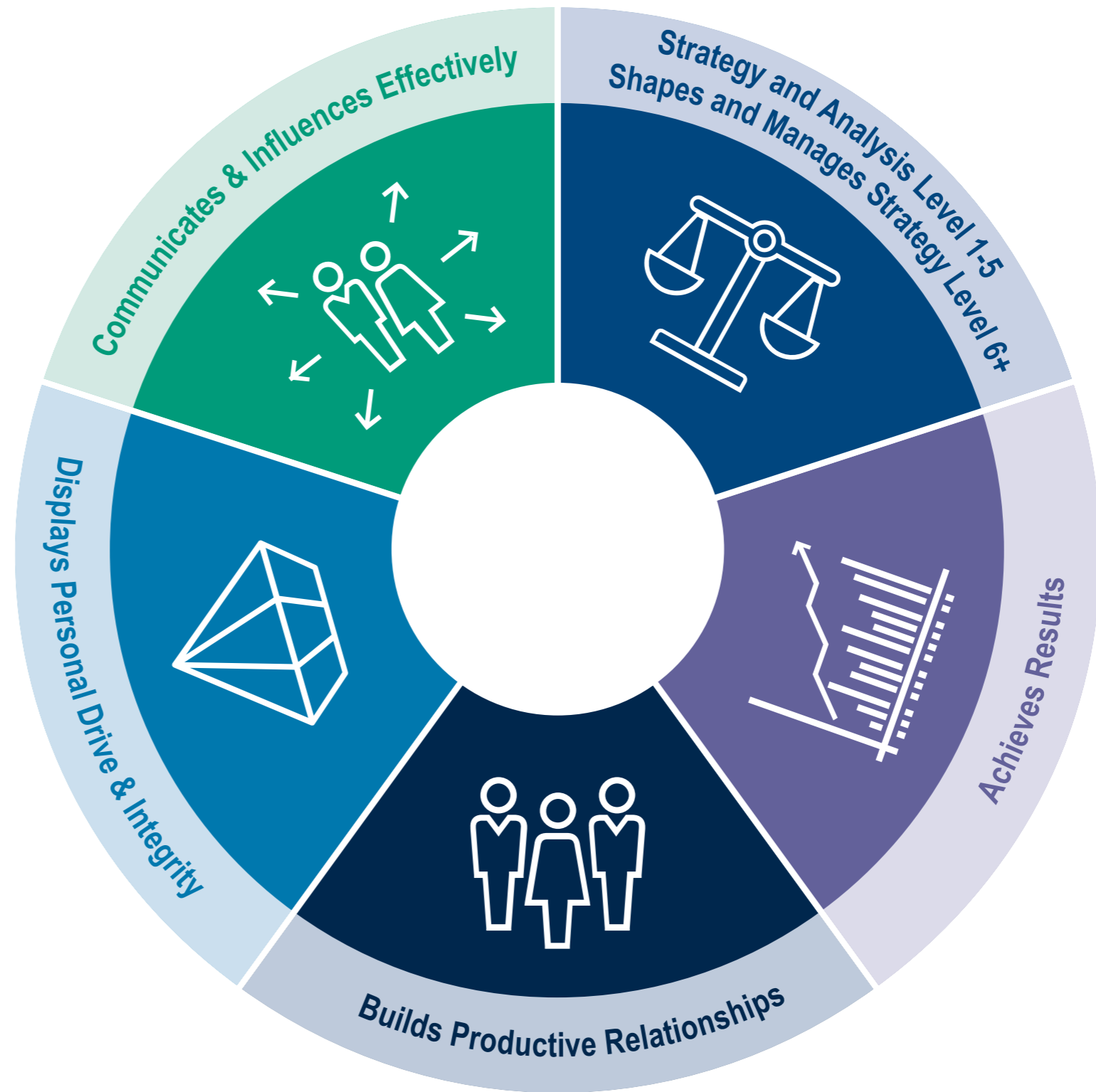
Department of Treasury

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 1 Behavioural Indicators per Capability				
Strategy and Analysis	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Gathers and evaluates information.	Works independently and as part of a team. Displays a strong work ethic.	Builds trust and works as an effective team member.	Displays judgement and professionalism.	Communicates information in a clear manner.
Thinks strategically and supports the strategic direction <ul style="list-style-type: none"> ■ Understands and supports Treasury's vision, values and strategic goals. ■ Recognises how own work contributes to the achievement of team work plans. 	Proactively manages work <ul style="list-style-type: none"> ■ Takes personal responsibility for accurate completion of work. ■ Follows direction provided by supervisor and seeks assistance and guidance when required. ■ Works independently on routine tasks. ■ 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. ■ Actively participates in team activities and contributes to team discussions. ■ Works closely with team members to achieve results and operates as an effective team member. 	Demonstrates professionalism <ul style="list-style-type: none"> ■ Adopts a principled approach and adheres to 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 and is aware of the impact of own behaviour on others. 	Communicates clearly <ul style="list-style-type: none"> ■ Communicates messages clearly and concisely. ■ Focuses on key points and uses appropriate language. ■ Structures written and oral communication so it is easy to follow.
Displays innovative thinking <ul style="list-style-type: none"> ■ Demonstrates an awareness of issues that may impact on designated work tasks. ■ Recognises the need for improved work practices ■ Participates in discussions around issues and refers problems to supervisor. 	Work with others to achieve agreed outcomes <ul style="list-style-type: none"> ■ Shares information with others. ■ Contributes own expertise to achieve outcomes for the team and supports the contributions of others. ■ Maintains accurate recordkeeping. 	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none"> ■ Actively listens to colleagues and stakeholders. ■ Responds under direction to changes in stakeholder needs and expectations. 	Provides frank and fearless advice <ul style="list-style-type: none"> ■ Provides accurate advice on less complex issues. ■ Acknowledges mistakes and learns from them. ■ Seeks guidance and advice when required. 	Tailors communication for the target audience <ul style="list-style-type: none"> ■ Adapts communication style and approach to ensure they address the needs of different people or audiences. ■ 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"> ■ Knows where to find information, and asks questions to ensure a better understanding of issues. ■ Seeks guidance to determine what information should be conveyed to others. ■ Researches information relevant to work tasks and responsibilities and evaluates work. 	Responds positively to change and displays resilience <ul style="list-style-type: none"> ■ Responds in a positive manner to change and remains calm under pressure. ■ Is adaptable and flexible to accommodate the changing needs of the team. 	Values individual differences and diversity <ul style="list-style-type: none"> ■ Understands, values and responds to different personal styles. ■ Tries to see things from different perspectives. ■ Treats people with respect and courtesy. 	Actively contributes to the continual development of themselves <ul style="list-style-type: none"> ■ Seeks feedback from others and acts on constructive feedback. ■ Understands areas of strengths and works with supervisor to identify development needs. ■ Seeks self-development opportunities. 	Considers alternative perspectives and negotiates <ul style="list-style-type: none"> ■ Listens to, and considers different ideas. ■ Discusses issues and differing points of view in a calm and measured manner.

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 2 Behavioural Indicators per Capability				
Strategy and Analysis	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Analyses and evaluates information.	Works independently and as part of team. Displays a strong work ethic and resilience .	Builds trust and proactively works as an effective team member.	Displays judgement, initiative and professionalism.	Communicates information in a clear and effective manner.
Thinks strategically and supports the strategic direction <ul style="list-style-type: none"> Understands and supports Treasury's vision, values and strategic goals. Recognises how own work contributes to the achievement of team work plans. 	Proactively manages work <ul style="list-style-type: none"> Takes personal responsibility for accurate completion of work. Follows direction provided by supervisor and seeks assistance and guidance when required. Works independently on routine tasks and seeks more challenging work. 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. Actively participates in team activities and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member. 	Demonstrates professionalism <ul style="list-style-type: none"> Adopts a principled approach and adheres to 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 and is aware of the impact of own behaviour on others. 	Communicates clearly <ul style="list-style-type: none"> Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.
Displays innovative thinking <ul style="list-style-type: none"> Demonstrates an awareness of issues that may impact on designated work tasks and the work area and alerts supervisor. Participates in the discussion of issues and suggests improvements to work tasks. 	Work with others to achieve agreed outcomes <ul style="list-style-type: none"> Shares information with others. Contributes own expertise to achieve outcomes for the team and supports the contributions of others. Maintains accurate record-keeping. 	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none"> Actively listens to colleagues and stakeholders. Responds under direction to changes in stakeholder needs and expectations. 	Provides frank and fearless advice <ul style="list-style-type: none"> Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them. Seeks guidance and advice when required. 	Tailors communication for the target audience <ul style="list-style-type: none"> Adapts communication style and approach to ensure they address the needs of different people or audiences. 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"> Knows where to find information, and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Researches and analyses information relevant to work tasks and responsibilities and evaluates work. 	Responds positively to change and displays resilience <ul style="list-style-type: none"> Responds in a positive manner to change and remains calm under pressure. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team. 	Values individual differences and diversity <ul style="list-style-type: none"> Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy. 	Actively contributes to the continual development of themselves <ul style="list-style-type: none"> Seeks feedback from others and acts on constructive feedback. Understands areas of strengths and works with supervisor to identify development needs. Seeks self-development opportunities. 	Considers alternative perspectives and negotiates <ul style="list-style-type: none"> Listens to, and considers different ideas. Discusses issues and differing points of view in a calm and measured manner.

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

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 4 Behavioural Indicators per Capability				
Strategy and Analysis	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Proactively analyses and evaluates information. Displays innovative thinking and is solutions focused.	Works independently and collaborates with others to achieve results. Displays a strong work ethic and resilience.	Builds trust and effectively works together with a diverse group of internal and external stakeholders.	Displays judgement, initiative and professionalism. Seeks to continually learn and develop.	Communicates information in a clear and effective manner for the target audience.
Thinks strategically and supports the strategic direction <ul style="list-style-type: none"> ■ Understands and supports Treasury's vision, values and strategic goals. ■ Understands the work environment and contributes to the development of plans, strategies and team goals. ■ Recognises how own work contributes to the achievement of organisational goals. ■ Identifies issues that may impact on own work objectives. 	Proactively manages work <ul style="list-style-type: none"> ■ Takes personal responsibility and displays initiative in the accurate completion of work and seeks guidance as required. ■ Establishes task plans and simple work/project plans with measurable milestones to deliver objectives and only seeks guidance from supervisor when required. ■ Works independently on tasks and seeks more challenging work. ■ 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. ■ Actively engages in team activities and contributes to team discussions. ■ Works collaboratively and operates as an effective team member to achieve results. 	Demonstrates professionalism <ul style="list-style-type: none"> ■ Demonstrates Treasury's Values and adheres to the 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 manner. ■ Focuses on key points and uses appropriate language. ■ Structures written and oral communication to ensure clarity.
Displays innovative thinking <ul style="list-style-type: none"> ■ Actively shares ideas about ways to improve work tasks and solve problems. ■ Identifies ways to improve systems and processes which are used by the team/unit. ■ Identifies and implements improved work practices. 	Work with others to achieve agreed outcomes <ul style="list-style-type: none"> ■ Shares knowledge and actively seeks out the knowledge and skills of others within Treasury. ■ Contributes own expertise and supports the contributions of others. ■ Maintains 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. ■ Is responsive to changes in stakeholders needs and expectations. 	Provides frank and fearless advice <ul style="list-style-type: none"> ■ Provides accurate, objective and balanced advice on issues. ■ Acknowledges mistakes and learns from them. ■ 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 research and analysis and draws accurate conclusions and recommendations based on evidence and evaluation. ■ Draws on information from multiple sources. ■ Uses agreed guidelines to analyse what information is important and how it should be used. 	Responds positively to change and displays resilience <ul style="list-style-type: none"> ■ Responds in a positive and flexible manner to change. ■ Demonstrates flexibility and copes effectively with work changes and shifting priorities. 	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 tasks. ■ Recognises the positive benefits that can be gained from diversity. ■ Tries to see things from different perspectives. ■ Treats people with respect and courtesy. 	Actively contributes to the continual development of themselves <ul style="list-style-type: none"> ■ Seeks out and acts on constructive feedback. ■ Communicates areas of strengths and works with supervisor to identify development needs. ■ Identifies and actively seeks learning and development opportunities. 	Considers alternative perspectives and negotiates <ul style="list-style-type: none"> ■ Listens to, and considers different ideas and discusses issues thoughtfully. ■ Identifies other people's expectations, perspectives and concerns. ■ Discusses issues and differing points of view in a calm and measured manner.

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 5 Behavioural Indicators per Capability				
Strategy and Analysis	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
<p>Anticipates, analyses and evaluates information. Displays innovative thinking and is solutions focused.</p>	<p>Works independently and proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.</p>	<p>Builds trust and effectively works together with a diverse group of internal and external stakeholders to achieve mutually beneficial outcomes.</p>	<p>Displays judgement, initiative and professionalism. Proactively seeks to continually learn and develop.</p>	<p>Communicates complex information in a clear and effective manner for the target audience.</p>
<p>Thinks strategically and supports the strategic direction</p> <ul style="list-style-type: none"> ■ Understands and supports Treasury's vision, values and strategic goals. ■ Understands the relationship between organisational goals and operational tasks and contributes to the development of plans, strategies and team goals. ■ Identifies broader influences that may impact on the team's work objectives. 	<p>Proactively manages work</p> <ul style="list-style-type: none"> ■ Takes personal responsibility and displays initiative and drive to ensure a quality work outcomes are delivered. ■ Establishes task plans and work/project plans with measurable milestones to deliver objectives and only seeks guidance from supervisor when required. ■ Works independently on most tasks and proactively seeks out more challenging work. ■ Monitors project progress, adjusts plans as required to ensure project completion. Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule. 	<p>Builds trust and operates as an effective team member</p> <ul style="list-style-type: none"> ■ Builds and sustains positive relationships with team members and stakeholders. ■ Actively engages in team activities and contributes to team discussions. ■ Works collaboratively and operates as an effective team member to achieve results. 	<p>Demonstrates professionalism</p> <ul style="list-style-type: none"> ■ Demonstrates Treasury's Values and adheres to the 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. 	<p>Communicates clearly</p> <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.
<p>Displays innovative thinking</p> <ul style="list-style-type: none"> ■ Participates in and contributes to team/unit initiatives to resolve common issues or barriers to effectiveness. ■ Identifies and shares business process improvements to enhance effectiveness. ■ Identifies and implements improved work practices. 	<p>Work with others to achieve agreed outcomes</p> <ul style="list-style-type: none"> ■ Shares knowledge and actively seeks out the knowledge and skills of others within Treasury. ■ Contributes own expertise and supports the contributions of others. ■ Maintains information and knowledge through effective document management. 	<p>Understands the needs and interests of internal and external stakeholders</p> <ul style="list-style-type: none"> ■ Actively listens to colleagues and stakeholders. ■ Involves others and recognises their contributions. ■ Is responsive to changes in stakeholder needs and expectations. 	<p>Provides frank and fearless advice</p> <ul style="list-style-type: none"> ■ Provides accurate, objective and balanced advice on issues. ■ Acknowledges mistakes and learns from them. ■ Seeks guidance and advice when required. 	<p>Tailors communication for the target audience</p> <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.
<p>Analyses and evaluates</p> <ul style="list-style-type: none"> ■ Undertakes objective, systematic analysis and draws accurate conclusions and recommendations based on evidence. ■ Draws on information from diverse sources and evaluates. ■ Uses experience and stakeholder feedback to analyse what information is important and how it should be used. 	<p>Responds positively to change and displays resilience</p> <ul style="list-style-type: none"> ■ Responds in a positive and flexible manner to change and uncertainty. ■ Demonstrates flexibility and copes effectively with work changes and shifting priorities. ■ Shares information with others and encourages cooperation in coping with change. 	<p>Values individual differences and diversity</p> <ul style="list-style-type: none"> ■ Recognises the different working styles of individuals, and factors this into the management of tasks. ■ Recognises the positive benefits that can be gained from diversity, and explores diverse points of view. ■ Tries to see things from different perspectives. ■ Treats people with respect and courtesy. 	<p>Actively contributes to the continual development of themselves</p> <ul style="list-style-type: none"> ■ Seeks out and acts on constructive feedback from supervisor and stakeholders. ■ Communicates areas of strengths and identifies and acknowledges development needs. ■ Identifies and actively seeks learning and development opportunities. 	<p>Considers alternative perspectives and negotiates</p> <ul style="list-style-type: none"> ■ Listens to, and considers different ideas and discusses issues credibly and thoughtfully. ■ Approaches negotiations with a clear understanding of key issues, stakeholder expectations and the desired outcomes. ■ Discusses issues and differing points of view in a calm and measured manner.

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 and manages emerging issues. Develops innovative solutions to complex problems.	Works independently and manages own work deliverables. Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.	Builds trust and effectively collaborates with a diverse group of internal and external stakeholders to achieve mutually beneficial outcomes.	Displays judgement, initiative and professionalism. Continually develops themselves and others.	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 promotes Treasury's vision, values, and strategic goals. Initiates and contributes to the development of team goals, strategies and work plans. Identifies broader factors, trends 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. Establishes clear plans and timeframes for project/work task implementation and outlines specific activities. Works independently and predominantly without supervision, mainly seeking guidance on complex issues. 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 by actively engaging and participating. Proactively offers assistance to colleagues. 	Demonstrates professionalism <ul style="list-style-type: none"> Demonstrates and promotes 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"> Takes account of the wider business context when considering options to resolve issues. Explore a range of possibilities and creative alternatives to contributes to systems, process, and business improvements. Identify and implement improved systems and processes that underpin high quality research and analysis. 	Work with others to achieve agreed outcomes <ul style="list-style-type: none"> Shares knowledge and actively encourages others to collaborate and seek out the skills and experience of others within Treasury. 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. Anticipates and 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. Challenges issues constructively 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. Gathers and evaluates information from diverse sources and explores new ideas and different viewpoints. Uses experience and stakeholder feedback to analyse and evaluate what information is important and how it should be used. Evaluates project/programs to ensure they have met expected outcomes. 	Responds positively to change and displays resilience <ul style="list-style-type: none"> Monitors own emotional reactions and responds to pressure in a controlled manner. Demonstrates flexibility and copes effectively with work changes and shifting priorities. Shares information with others and assists them to adapt during change. Assists in the implementation of change initiatives. 	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 people and tasks. Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. 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. Self-evaluates performance and identifies areas of strengths and acknowledges development needs. Makes time to provide constructive feedback to others when required. 	Considers alternative perspectives and negotiates persuasively <ul style="list-style-type: none"> Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Anticipates and identifies relevant stakeholders' expectations, perspectives and concerns. 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.

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 7 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. Develops innovative solutions to complex problems.	Works independently and <i>manages individual and team work deliverables as required.</i> Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.	Builds trust, effectively collaborates and <i>maintains relationships</i> with a diverse group of internal and external stakeholders to achieve mutually beneficial outcomes.	Displays judgement, initiative and professionalism <i>and encourages these standards in others.</i> Continually develops themselves and others.	Communicate complex information in a clear <i>and compelling</i> manner for the target audience.
Thinks strategically and contributes to the strategic direction <ul style="list-style-type: none"> ■ Understands, supports and promotes Treasury's vision, values, and strategic goals <i>and aligns operational activities accordingly.</i> ■ <i>Initiates and develops team work plans.</i> ■ <i>Considers the ramifications of issues that may have a longer-term impact on the work area.</i> 	Proactively manages work <ul style="list-style-type: none"> ■ Takes personal responsibility and displays initiative and drive to ensure quality work outcomes are delivered. ■ Establishes clear plans and timeframes for project/work task implementation and outlines specific activities. ■ Works independently and <i>without supervision,</i> seeking advice only on complex matters. ■ Monitors work progress, adjusts plans as required to ensure work completion <i>and identifies opportunities for continuous improvement.</i> 	Builds trust and operates as an effective team member <ul style="list-style-type: none"> ■ Works collaboratively and operates as an effective team member to achieve results by actively engaging <i>in team work and activities.</i> ■ Proactively offers assistance to colleagues. 	Demonstrates professionalism <ul style="list-style-type: none"> ■ Demonstrates and promotes Treasury's Values and Code of Conduct <i>and acts with integrity and professionalism.</i> ■ Acts professionally <i>and impartially</i> 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>Identifies and evaluates organisation-wide implications when considering proposed solutions to issues.</i> ■ Explores a range of possibilities and creative alternatives to contributes to systems, process, and business improvements. ■ Identify and implement improved systems and processes that underpin high quality research and analysis. 	Work with others to achieve agreed outcomes <ul style="list-style-type: none"> ■ Shares knowledge and actively encourages <i>and ensures there is collaboration</i> on work <i>with all relevant areas of Treasury</i> ■ Contributes own expertise and supports the contributions of others. ■ <i>Ensures appropriate knowledge management practices are occurring within the team.</i> 	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none"> ■ Actively listens to colleagues and stakeholders. ■ <i>Builds and sustains positive relationships with a network of key people internally and externally.</i> ■ <i>Involves people, encourages them</i> and recognises their contribution. ■ Anticipates and is responsive to internal and external 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. ■ Challenges <i>important</i> issues constructively and seeks guidance and advice when required. ■ <i>Persists and focuses on achieving objectives even in difficult circumstances.</i> 	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. ■ Gathers and evaluates information from a variety of sources, and explores new ideas and different viewpoints. ■ Uses experience and stakeholder feedback to analyse what information is important and how it should be used. ■ <i>Evaluates team work/project performance and focuses on identifying opportunities for continuous improvement.</i> 	Leads change and displays resilience <ul style="list-style-type: none"> ■ Monitors own emotional reactions and responds to pressure in a controlled manner. ■ Demonstrates flexibility and copes effectively with work changes and shifting priorities. ■ Shares information with others and assists them to adapt during change. ■ Assists in the implementation of change initiatives. 	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 people and tasks. ■ Recognises the positive benefits that can be gained from diversity. ■ <i>Harnesses understanding of differences to enhance interactions.</i> ■ 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"> ■ Identifies learning opportunities for self <i>and others.</i> ■ Self-evaluates performance, seeks feedback from others and acts on development needs. ■ <i>Shows strong commitment to learning and self-development, and accepts challenging new opportunities.</i> ■ <i>Delegates tasks effectively.</i> ■ <i>Agrees on clear performance standards and gives timely praise and recognition.</i> ■ Makes time to provide constructive and regular feedback to others when required. ■ <i>Deals with under-performance promptly.</i> 	Negotiates Persuasively <ul style="list-style-type: none"> ■ Listens to, and considers different ideas and discusses issues credibly and thoughtfully. ■ Anticipates and identifies relevant stakeholders' expectations, perspectives and concerns. ■ <i>Approaches negotiations with a strong grasp of the key issues, having prepared in advance.</i> ■ Discusses issues and differing points of view in a calm and measured manner. ■ <i>Strives to achieve an outcome that delivers benefits for both parties.</i>

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.

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 objectives even in difficult circumstances.</i> 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>

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.

Executive Director Behavioural Indicators per Capability				
Shapes and Manages Strategy	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Anticipates issues and leads in the development of innovative solutions to optimise performance. <i>Develops and drives the organisation's vision and strategic goals and promotes a shared commitment to the strategic direction.</i>	Decisively <i>leads to ensure organisational deliverables are achieved.</i> 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"> ■ <i>Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction.</i> ■ <i>Helps create organisational strategies that are aligned with government objectives and likely future requirements.</i> ■ Encourages others' input and communicates expected outcomes from organisational strategies. ■ <i>Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.</i> 	Proactively manages and builds capacity <ul style="list-style-type: none"> ■ <i>Drives a culture of achievement, and fosters a quality focus in the organisation.</i> ■ <i>Commits to achieving key outcomes for the organisation</i> and uses personal drive, focus and energy to galvanise others to act. ■ Works independently as well as leads and motivates <i>the Business Unit</i> to achieve key deliverables. ■ <i>Focuses on activities that support organisational sustainability including nurturing talent and succession planning</i> ■ <i>Monitors and manages resourcing</i>, builds teams with complementary skills <i>and creates a flexible environment that enables others to meet changing demands.</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. ■ <i>Promotes information exchange by maintaining open communication channels.</i> ■ Actively listens to colleagues and stakeholders and consults broadly to obtain buy-in. 	Demonstrates professionalism <ul style="list-style-type: none"> ■ Adheres to and promotes Treasury's Values, the Code of Conduct <i>and aligns business processes accordingly.</i> ■ <i>Addresses breaches of protocol and probity.</i> ■ Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. ■ Represents the organisation effectively in public and internal forums, and advocates the corporate agenda. 	Communicates clearly <ul style="list-style-type: none"> ■ Confidently presents messages in a clear, concise and articulate manner. ■ Focuses on key points for the audience and <i>states the facts.</i> ■ <i>Structures message for brevity and presents message with precision and confidence</i>, harnessing the most appropriate methods of communication. ■ <i>Creates meaning for the audience by using analogies and stories to illustrate key points.</i>
Demonstrates innovative thinking <ul style="list-style-type: none"> ■ <i>Capitalises on innovative alternatives to resolve complex problems.</i> ■ <i>Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities.</i> ■ <i>Monitors change in the environment.</i> ■ <i>Positions the organisation to seize opportunities and minimise threats.</i> ■ <i>Uses knowledge of the organisation to tailor approaches to different issues.</i> 	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 ■ <i>Actively ensures relevant professional input from others is obtained and shares own experience.</i> ■ Ensures appropriate knowledge management practices are occurring within the <i>Business Unit.</i> ■ <i>Facilitates information accessibility and sharing.</i> 	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none"> ■ Builds and sustains relationships within the organisation, across the sector and with a diverse range of stakeholders. ■ <i>Encourages stakeholders to work together, and establishes cross agency approaches to address issues.</i> ■ Shows a commitment to effective stakeholder management through role modelling appropriate behaviour. 	Provides frank and fearless advice <ul style="list-style-type: none"> ■ Provides impartial and forthright advice. ■ Is prepared to make tough <i>corporate</i> decisions to achieve desired outcomes. ■ <i>Clearly voices own opinion and challenges difficult or controversial issues.</i> ■ Stands by own position and supports others when required. ■ Takes responsibility for mistakes and learns from them. ■ <i>Seeks guidance and advice when required.</i> 	Tailors communication for the target audience <ul style="list-style-type: none"> ■ Seeks to understand the audience and <i>reads their non-verbal cues.</i> ■ Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. ■ Anticipates reactions and prepares a response to address the audience's concerns. ■ Checks own understanding of others' comments.
Analyses and evaluates <ul style="list-style-type: none"> ■ <i>Provides advice to Government that reflects analysis of a broad range of issues.</i> ■ <i>Engages in high level critical thinking to identify links and discern critical issues</i> ■ <i>Demonstrates effective judgement to weigh up options and develop realistic solutions.</i> ■ <i>Evaluates programs to ensure they have achieved intended outcomes.</i> 	Leads change and displays resilience <ul style="list-style-type: none"> ■ <i>Drives the change agenda, defines high level objectives and ensures translation into practical implementation strategies.</i> ■ <i>Secures stakeholder commitment to change and maintain open communication channels during the change.</i> ■ Persists and focuses on achieving organisational objectives even in difficult circumstances. ■ Monitors own emotional reactions and responds to pressure in a controlled manner. 	Values individual differences and diversity <ul style="list-style-type: none"> ■ <i>Capitalises</i> on the positive benefits that can be gained from diversity and harnesses different viewpoints. ■ Uses understanding of differences to anticipate reactions and <i>enhance the operation of the organisation.</i> ■ Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives. 	Actively contributes to the continual development of themselves and others <ul style="list-style-type: none"> ■ <i>Demonstrates a high level of self awareness of own performance and compliments this by seeking out feedback and development opportunities.</i> ■ <i>Identifies and develops talent</i> and encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. ■ Sets clear performance standards and gives timely praise and recognition. ■ Delivers constructive feedback and manages under-performance. ■ <i>Celebrates success and engages in activities to maintain morale.</i> 	Negotiates persuasively <ul style="list-style-type: none"> ■ Approaches negotiations with a strong grasp of the key issues. ■ Presents a convincing and balanced rationale. ■ Anticipates the position of the other party, and is aware of the extent of potential for compromise. ■ <i>Identifies key stakeholders and engages their support.</i>

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.

Senior Executive Behavioural Indicators per Capability				
Shapes and Manages Strategy	Achieves Results	Builds Productive Relationships	Displays Personal Drive and Integrity	Communicates and Influences Effectively
Anticipates issues and leads in the development of innovative solutions to optimise performance. Develops and drives the organisation's vision and strategic goals and promotes a shared commitment to the strategic direction.	Decisively leads to ensure organisational deliverables are achieved. 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"> Champions the organisation's vision and goals and unifies Business Units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies. Considers emerging trends, identifies long-term opportunities and balances organisational requirements with desired whole of Government outcomes. 	Proactively manages and builds capacity <ul style="list-style-type: none"> Drives a culture of achievement, and fosters a quality focus in the organisation. Works independently as well as leads and motivates the organisation to achieve key deliverables. Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to galvanise others to act. Focuses on activities that support organisational sustainability including nurturing talent and succession planning. Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination. 	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. Rewards cooperative and collaborative behaviour. Actively listens to colleagues and stakeholders and consults broadly to obtain buy-in and recognises when input is required. 	Demonstrates professionalism <ul style="list-style-type: none"> Adheres to and promotes Treasury's Values, the Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda. 	Communicates clearly <ul style="list-style-type: none"> Confidently presents messages in a clear and articulate manner. Focuses on key points for the audience and selects the most appropriate medium for conveying information. States the facts and uses straightforward language to aid transparency. Creates meaning for the audience by using analogies and stories to illustrate key points.
Demonstrates innovative thinking <ul style="list-style-type: none"> Capitalises on innovative alternatives to resolve complex problems. Draws on information and alternate viewpoints and monitors information channels to understand new issues of importance to the government. Positions the organisation to seize opportunities and minimise threats. Seeks operational efficiency, streamlines and adapts processes. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. 	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 Ensures appropriate knowledge management practices are occurring within the business. Overcomes organisational silos by facilitating cooperation between Business Units. 	Understands the needs and interests of internal and external stakeholders <ul style="list-style-type: none"> Encourages stakeholders to work together, and establishes cross- agency approaches to address issues. Communicates the importance of consultation with stakeholders to others. Shows a commitment to effective stakeholder management through role modelling appropriate behaviour. Recognises the opportunities offered through whole of government approaches and seeks to realise them. 	Provides frank and fearless advice <ul style="list-style-type: none"> Acts as a role model for leadership courage by consistently raising critical and difficult issues. Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken. 	Tailors communication for the target audience <ul style="list-style-type: none"> Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns.
Analyses and evaluates <ul style="list-style-type: none"> Provides advice to government that reflects analysis of a broad range of issues. Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation and applies effective judgement to develop solutions. Evaluates programs to ensure they are achieving intended outcomes. 	Leads change and displays resilience <ul style="list-style-type: none"> Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Secures stakeholder commitment to change and maintains open communication channels during the change. Persists and focuses on achieving organisational objectives throughout periods of extreme pressure. Monitors own emotional reactions and responds to pressure in a controlled manner. Rapidly recovers from setbacks and displays a positive outlook in difficult situations. 	Values individual differences and diversity <ul style="list-style-type: none"> Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives. Communicates the value of harnessing diversity for the organisation. 	Actively contributes to the continual development of themselves and others <ul style="list-style-type: none"> Demonstrates a high level of self-awareness and acts as a role model by openly communicating strengths and development needs. Identifies and develops talent and encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Delivers constructive feedback and manages under-performance. Celebrates success and engages in activities to maintain morale. 	Negotiates persuasively <ul style="list-style-type: none"> Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party, and is aware of the extent of potential for compromise. Identifies key stakeholders and engages their support.