

**Queensland Treasury– GREAT PEOPLE v3**

**Queensland Treasury’s Great People Capability System describes the core capabilities for us to have an engaged workforce that delivers and shapes our business now and into the future. *Great People* outlines the standards expected of our staff at each level and guides all people planning and decision making. It is to be interpreted broadly to cover the range of roles and functions performed across Treasury.**

**Great Thinking**

**Great Delivery**

**Great with People**

**Influential Communication**

**Managing Relationships**

**Thinking Strategically**

**Valuing People**

**Managing Resources**

**Analysis and Use of Evidence**

**Leading People**

**Achieving Results**

**Professional Excellence**



**This outlines the 9 core capabilities, which fall under the 3 key capabilities of great thinking, great with people and great delivery.**

**CORE CAPABILITIES**



**This section outlines the behaviour standards for each core capability and classification level within Treasury. It is not intended to be exhaustive, and it is assumed that standards for each classification level include the behaviours for the levels below it. All inherent requirements of the role are also assumed.**

**Capability BEHAVIOUR STANDARDS**



***You think ahead to consider long-term goals and align them, whilst understanding the current environment and its drivers.***

***GREAT THINKING – THINKING STRATEGICALLY***

**AO3-AO4 AO3-AO4**

**AO5-AO6**

**AO7-AO8**

**SO**

**SES**

 **AO2 AO3-AO4**

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| **Aligning with organisational objectives** | Stay informed about our objectivesUnderstand our objectives and how work and team contributeviewviewpoints. | Align own actions to our objectives | Align broader actions to our objectivesUnderstand our objectives and the links between divisions, other agencies and whole-of-government agenda | Promote alignment to our objectivesUnderstand our work environment priorities, activities and team resources, develop team goals, strategies and work plans | Translate our vision into strategyProvide clear strategic direction for the team, clarify roles and responsibilities and guide others towards accomplishing strategic objectives | Champion our vision and goals and unify business units |
| **Responding to underlying drivers** | Think about upcoming change and how it may impact on workviewviewpoints. |  | Recognise broad underlying drivers, short term implications of issues and their interconnections | Clearly recognise broad underlying drivers, medium term implications of issues and their interconnections | Drive/communicate broad underlying drivers, long-term implications of issues and their interconnections | Consider emerging trends and future requirements in driving strategy and outcomes |
| **Forward-thinking** | Are aware of the consequences of own actions | Identify and manage consequences of own actions | Consider the risks and consequences of issues and the longer-term impacts | Manage and mitigate against risks and consequences that could impact on delivery of objectivesConsider and evaluate the wider future impact of issues e.g. political sensitivity, public perceptions and practical application considerations | Consider and evaluate multiple perspectives when assessing ramifications of key issuesConsider and evaluate emerging trends, long-term opportunities and align organisational requirements with desired government outcomes | Develop solutions with long-term viability, identify long-term trends and opportunities and seek to realise themBalance organisational requirements with desired government outcomes |



***You identify and analyse situations and issues, gather appropriate evidence, consider options and make sound decisions.***

***GREAT THINKING – analysis and use of evidence***

 **AO3-AO4 AO3-AO4**

**AO5-AO6**

**AO7-AO8**

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 **AO2 AO3-AO4**

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| **Gathering and analysing evidence** | Gather information and check factsAre open to different viewpointsDistil and clearly communicate the key evidence and adviceUnderstand the strategic and tactical use of information and analysis and provide courageous and cogent advice Use related information to inform work | Investigate diverse sources and explore new ideas and different viewpointsviewviewpoints.Draw on information from conventional sources and use agreed practices to analyse what information is important and how it should be usedUndertake analysis, applying agency practice | Draw on own and others’ experience to analyse what information is important and how it should be usedUndertake objective systematic analysis and draw accurate conclusions based on evidence | Research all angles of a problem or issue, making use of data from a wide range of sources (websites, networks, academic research and models, stakeholders, colleagues and previous work) and critically evaluate the quality | Use information critically to define the quality of evidenceIdentify new sources of evidenceArrange appropriate research from internal and external sources to gather evidence when requiredEngage in high-level analysis to identify links and discern the most critical issues | Address critical information gapsMonitor information channels to understand new issues of importance to the government.Engage in high-level critical thinking to identify the links and connections between complex issuesUse resulting information to position the organisation to capitalise on emerging opportunities and minimise risks |
| **Using reasoning skills and judgment** | Recognise when to make decisions and ask questions when a situation requires further investigation/escalationUnderstand when to seek advice and guidance from others | Draw accurate, defensible conclusions based on evidence | Recognise the link between interconnected issuesProvide suggestions and solutions to deal with a situation using alternative sources of evidence where hard data is not available (including expert opinion and inter-jurisdictional experience) | Give advice and develop solutions based on sound evidence and analysis | Identify the implications for Treasury and the government and apply effective judgement to develop solutionsApply critical reasoning and questioning skills to identify where further investigation is required and provide direction | Identify the implications for Treasury, the government and the community and apply effective judgment to implement solutionsCapitalise on innovative alternatives to resolve complex problems |



***Committed to personal and professional/technical growth, you show initiative, innovation and self-awareness. You are willing to learn and share knowledge.***

***GREAT THINKING – professional EXCELLENCE***

 **AO3-AO4**

**AO5-AO6**

**AO7-AO8**

**SO**

**SES**

 **AO2**

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| **Self-awareness and ability to receive feedback** | Reflect on own behaviour and recognise its impact on othersKnow boundaries of own knowledge and when to seek advice | Seek and act on feedback from others to improve performance Learn from own experiences | Communicate areas of strength and acknowledge self-development needsSelf-evaluate performance | Confidently communicate strengths and acknowledge self-development needsCritically analyse own performance and use insight to identify where own capabilities complement those of others | Demonstrate a high level of self-management and act as a role model by openly communicating strengths and development needsSeek and act on feedback from others and own awareness to develop self and team | Open to feedback and responsive in adjusting behaviour Engage in continual learning |
| **Committing to personal development and engaging in professional networks** | Learn and update technical skills and knowledge relevant to workLearn from colleagues who share their skills and knowledge. Participate in relevant professional networks | Develop relevant specialist knowledge and apply it to work issuesContinually develop knowledge of workings of Treasury, other agencies and relevant industriesKeep up to date with the latest developments in area of work | Develop technical skills to increase depth or breadth of knowledge and experienceDemonstrate commitment to learning and self-development | Show strong commitment to learning and self-developmentActively develop internal and external professional networks to share and grow knowledge | Continually develop knowledge of best practice and international research and experienceActively further develop leadership and management skillsActively increase internal and external professional networks to share and grow knowledge | Tap into own technical and professional knowledge and experience to improve organisational outcomes |
| **Personal drive and resilience** | Show willingness to challenge self and learn from mistakes and setbacks |  | Successully challenge self, embracing new opportunities and learning from mistakes and setbacks | Actively and continuously seek to improve at a personal and organisational level through new activities and challenges at all times | Create activities that stretch staff and expose self and the team to new insights and learning, particularly during challenging times | Use self-insight to identify areas in which own capabilities complement others, model resilience  |
| **Creativity and innovation** | Show willingness to try new ways of working  |  | Bring forward ideas and suggestions for improvement that challenge the norm | Effectively source ideas and promote creativity and innovation. Ready to try different ways to get work done, assessing risks when using new approaches | Encourage others to bring forward new ideas, embrace originality and mistakes to ensure improvement to policies and programs, consider calculated risks | Drive implementation of innovative solutions and embracing learning from mistakes |



***You listen, interpret and convey information in the best way, selecting the most appropriate and influential method of communication.***

***GREAT with people – influential communication***

**AO3-AO4**

**AO5-AO6**

**AO7-AO8**

**SO**

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**AO2**

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| **Communicating verbally and in writing** | Listen and communicate well to ensure understandingUnderstand the information needs of othersCheck written work to ensure accuracy and clarity | Confidently present messages in a clear, concise mannerEnsure written work is high quality, structured and sequenced with key messages up-front | Seek to understand the audience and tailor communication style and message accordingly | Tailor style, formality of language, content and channel of communication to the needs and preferences of the audienceUse communication to enhance working relationshipsDraw out divergent views and present own position in a credible, relevant and motivating way. Socialise new concepts prior to formal presentation | Formulate communication strategy and develop plans to share informationConsider impact of communication, and plan well when conveying important or difficult messages | Proactively communicate with all levels, engaging employees towards vision and strategyUse a variety of influencing approaches tailored to different clients and stakeholders |
| **Negotiation** |  | Understand objectives of negotiation | Approach negotiations with a clear understanding of the key issues and desired outcomes | Approach negotiations with a strong grasp of the key issues, and, having prepared well in advance, anticipated the position of the other party and adapted the approach accordingly | Confidently encourage debate and identify common ground to facilitate agreement and acceptance of mutually beneficial solutions | Focus on the way in which the message is delivered and use techniques to illustrate the argument persuasivelyClearly convey departmental position and rationale |
| **Presenting information and positions** | Present own views in an appropriate and clear manner | Understand the basic principles for effective presentations in the work area | Prepare and deliver effective presentations beyond the immediate work area | Prepare and deliver effective presentations to both internal and external stakeholders | Deliver effective presentations aimed at influencing to high level stakeholder audiences with competing priorities and views | Clarify and effectively communicate broad and highly complex issues to a wide range of high-level stakeholder audiences and ensure key conclusions are conveyed |



***You contribute to and participate in a culture that brings out the best in people.***

***GREAT with people – valuing people***

 **AO3-AO4**

**AO5-AO6**

**AO7-AO8**

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 **AO2**

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| **Working with others** | Listen to the viewpoints of othersWork to promote harmony and teamworkTake time to get to know others and understand their capability strengths | Start building networks Maintain relationships to achieve optimum outcomes despite difficulties or disagreementsRecognise unacceptable behaviour seeking resolution through others | Consider the views of others, even when viewpoints are challenging or adversarialRecognise and challenge unacceptable behaviour resolving personally or through others | Promote the value of staff differences, viewpoints and contributionsActively challenge unacceptable behaviour within the team and ensure a stop to inappropriate behaviour | Encourage opportunities to widen staff perspectives, consider challenging viewpoints and build networks across Treasury and agenciesManage relationships and support the team to ensure constructive relationships that achieve optimum outcomes despite difficulties or disagreementsModel a working environment where staff are confident unacceptable behaviour will be dealt with | Build and sustain relationships that provide a rich intelligence networkOvercome organisational silos by facilitating cooperation between organisationsPersonally manifest strong interpersonal relations and reward cooperative and collaborative behaviour and outcomes |
| **Recognising others** | Acknowledge contributions of others in their work  |  | Thank people privately and publicly | Find varied ways to celebrate success and recognise achievement and effort | Recognise and reward excellence ensuring staff are also acknowledged by executive management | Celebrate success and engage in activities to enhance morale |
| **Promoting workplace diversity** | Deal with others honestly, fairly and with respect |  | Understand and show commitment to diversity | Display commitment to work-life balance, fairness and equality of opportunity and information. Understand the contribution of diversity and equity to productivity | Actively promote and display commitment to diversity, work-life balance, fairness and equality of opportunity and information. Educate others about the contribution of diversity to productivity | Communicate and model the value of harnessing diversity for the organisation |



***You ensure people are equipped to produce work of an excellent standard, display leadership and deal effectively with change.***

***GREAT with people – leading people***

 **AO3-AO4**

**AO5-AO6**

**AO7-AO8**

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| **Leading performance and continuous improvement** | Conduct self in an ethical, business-like and professional way Seek feedback and respond constructively Prioritise workloadReview own performance and feedback and identify ways to improve |  | Confidently discuss performance with direct reports Set clear expectations and model values, standards of conduct and performance, defining successProactively manage all levels of performance and conduct of employeesHold regular team meetings to focus on goals and share knowledgeAssess and monitor workloads, delegating and distributing work appropriatelyIdentify and support the capability development of individuals and the teamProactively ensure the workplace remains business-like, ethical and professionalGive clear, specific and timely feedback to help develop knowledge and enhance performance of others | Motivate staff to improve performance and unleash potential |  | Empower and motivate high performance.  |
| **Managing change** | Respond flexibly to change  |  | Work to assist change | Help engage others in the change process | Initiate and lead change while dealing constructively with resistance | Drive the change agenda, define high-level objectives. Ensure translation to practical implementation strategies |
| **Personal leadership and accountability** | Take responsibility for own actions | Take responsibility for own actions and focus on individual actions which can improve outcomesBring solutions not excuses for errors or problems. | Take actions to improve a situation or outcomes and persuade others to do the same | Lead by example and promote professional and quality work standards and outcomes | Lead by example, set high standards and exemplify professional behaviour expecting quality work from self and others | Accept accountability for mistakes made in the organisation and ensure corrective action is taken |



***Outcomes are achieved because you collaborate and cultivate productive working relationships.***

***GREAT delivery – managing relationships***

 **AO3-AO4**

**AO5-AO6**

**AO7-AO8**

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| **Strengthening relationships, engaging others and collaborating** | Share team workload, show willingness to support others’ workBuild effective working relationships | Deliver on time through engagement of others and appropriate communication of deadlinesAccurately share work-related information with team members to contribute to joint goal-achievement | Build effective relationships with individuals at all levels to communicate issuesIdentify when others are under pressure and proactively offer assistanceConsult and discuss issues with others to achieve the best outcome for Treasury and the governmentIdentify when work requires input from other policy areas and department, and seek this input | Take time to explain shared objectives and track progress so people can move forward togetherEncourage teamwork and collaboration within TreasuryFacilitate and encourage collaboration across Treasury and other departments | Establish, build and maintain trust with others, internally and externally, to facilitate collaborative work and maintain future working relationshipsProvide opportunities for teamwork and collaboration within Treasury and with stakeholdersNegotiate, influence and persuade others to reach a successful outcome, including a willingness to take a step back or concede in order to move a situation forwardFacilitate and encourage a wide collaborative focus | Encourage stakeholders to work together, and establish cross-agency approaches to address issuesModel effective team working behaviours and strategic collaborationInfluence executive and other critical people to enable staff to reach successful outcomesEnable staff to collaborate widely and innovatively |
| **Building and managing stakeholder relationships** | Actively work to learn about our stakeholders | Manage stakeholder expectations by being clear about role and outcome | Identify, develop and engage with relevant stakeholders using own and others’ knowledge and experienceDevelop trust to maintain stakeholder relationships and anticipate and identify relevant stakeholder expectations and concerns | Negotiate, build and manage effective partnerships with stakeholders including seeking feedback from stakeholders to gauge satisfactionKeep internal and external stakeholders informed of progress and emerging issues to create long-lasting, trusting relationships | Ensure stakeholders are identified and engaged in Treasury’s work and stakeholder perspectives are understood and valued Influence stakeholders to support key objectives | Anticipate when different stakeholders may clash due to differing views, cultural perspectives or driversWork with other executives and stakeholders to understand different viewpoints and plot and implement a course of action  |



***Measurable value for money is achieved because of your delivery through effective planning and use of resources (people, budget and assets).***

***GREAT delivery – managing resources***

**AO3-AO4**

**AO5-AO6**

**AO7-AO8**

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| **Using our resources and budget** | Use departmental resources efficiently and sustainably  | Shows understanding of value for money considerations, and uses our resources effectively | Demonstrate consideration of cost and time efficiency when organising activities, using technology and resourcesA clear understanding of the requirements to achieve resourcing objectives | Consider the implication for resources when making decisions, and seek more cost-effective ways of workingContribute to resource planning processes as applicable to TreasuryAnticipate business needs and manage resource requirementsEnsure forecasting and delivery against objectives for any discretionary spending | Manage resources effectively and promote understanding of the implications of resource management decisionsSet or contribute to targets which improve the value and unleash potential achieved from resource inputs (people, budget and assets)Plan effectively by utilising budgets and resources, and where appropriate redeploy resources across functions to deliver measurable value for money | Direct and prioritise resources, including human and capital and other assets, towards matters that are important to the organisation, sector and/or governmentEngage in flexible resource management and look beyond the organisation’s boundaries to achieve the optimum resourcing combination  |
| **Applying internal controls** | Operate within our financial rules and procedures  | Understand risk mitigation and identify, manage and report risk | Use our internal systems and processes to contribute to financial management | Explain and promote the importance of the use of our internal systems and processes to contribute to financial managementUnderstand some strategic, operational and political risks, encourage the view that all staff are managers of riskEvaluate objectives and results of the risk management process to continuously improve | Ensure the team has an appropriate understanding of roles and responsibilities to comply with internal and public sector financial policies and proceduresEmbed a risk management culture, encourage and support staff to develop risk management skills and implement risk management into their rolesEnsure risk communication promotes action, continuous learning, innovation and teamwork | Ensure that internal controls are continuously improvedChampion and model risk management skillsWork with other executives to ensure risk communication is organisationally focussed |



***Excellent outcomes are achieved because you are solutions focused and methodical, manage risks and issues and drive intended results.***

***GREAT delivery – achieving results***

**AO2**

**AO3-AO4**

**AO5-AO6**

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| **Managing time and priorities**Organise time to meet objectives and deadlines, alerting the manager as appropriate if alternative action is required | Respond positively to changed priorities | Contribute to priorities in the work areaAsk questions to clarify objectives, time scale and priorities, seeking guidance for competing or changing priorities | Contribute to priorities in the work area and division | Prioritise and manage balance between progressing own work/projects and those of the teamIdentify where there are more efficient ways of working for individuals and the team | Manage people, resources and relationships efficiently to ensure effective delivery of programs, projects and outcomesActively focus on improvement, reviewing business processes and work value of tasks of individuals and the team to ensure priority is on high value workManage team workload and priorities to ensure that objectives are met | Ensure staff are empowered to manage their time and priorities effectivelyCommunicate and reinforce the importance of team and organisational objectivesBuild a cohesive and high performing management team characterised by team work, open discussion, resilience and a focus on results |
| **Managing projects and task completion**See tasks through to completionWork within agreed priorities |  | Use project management techniques to stay on track | Monitor project progress and follow up actions with others to achieve objectives | Align projects with objectives and remain focused on achieving themEnsure effective contract management occursMonitor project progress and adjust plans as required | Ensure the timely delivery of project objectives within budget and quality standardsEvaluate outcomes of programs and projects to build capability and share lessons learned  | Ensure ideas and intended actions become reality and that planned projects result in expected outputsKeep stakeholders informed of progress and any issues that arise |
| **Focusing on solutions**Identify risks and issues and escalate where appropriate |  | Identify and develop practical solutions to problemsChallenge practices and procedures constraining performance and efficiency | Develop practical solutions encouraging others to do the sameSolve problems and show a clear understanding of factors influencing decisions | Think creatively and develop viable long-term solutions for Treasury and the communityActively promote a solutions focus within the teamIdentify risks that might affect progress and develop contingency plans | Capitalise on innovative alternatives to complex problems, deliver what mattersSolve problems and show a clear understanding of factors influencing decisions | Open to new ideas and ways of thinking, and empower others to explore new approaches to long-standing or emerging problems |