

**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**

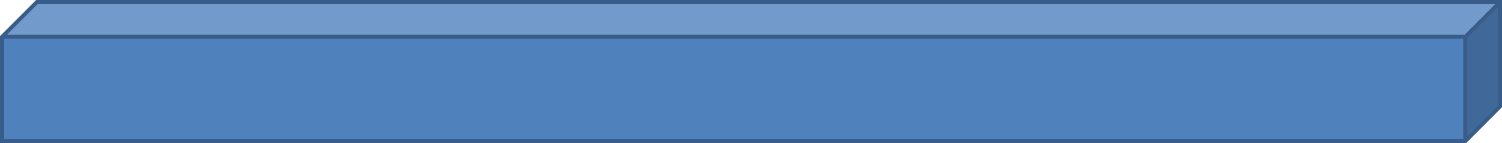
**Managing Resources**

**Analysis and Use of Evidence**

**Leading People**

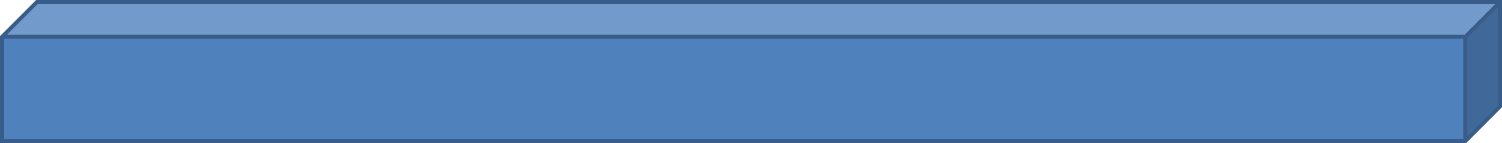
**Achieving Results**

**Professional Excellence**



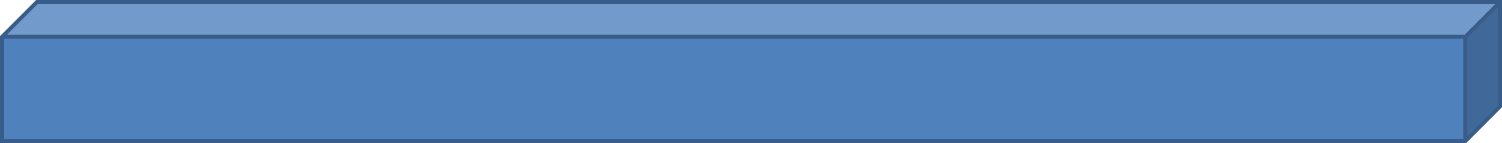
**This outlines the 9 core capabilities, which fall under the 3 key capabilities of great thinking, great with people and great delivery.**

**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**

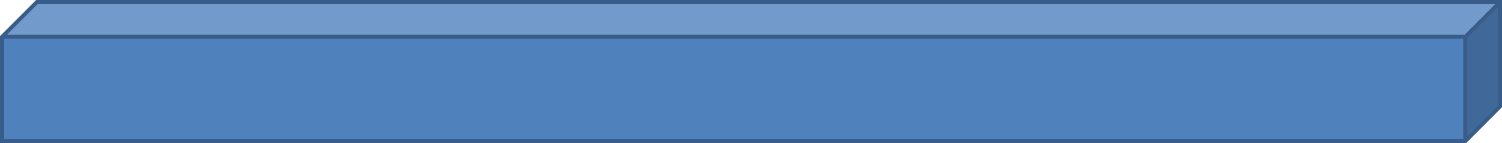
**AO7-AO8**

**SO**

**SES**

**AO2 AO3-AO4**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Aligning with organisational objectives** | Stay informed about our objectives  Understand our objectives and how work and team contribute  viewviewpoints. | Align own actions to our objectives | Align broader actions to our objectives  Understand our objectives and the links between divisions, other agencies and whole-of-government agenda | Promote alignment to our objectives  Understand our work environment priorities, activities and team resources, develop team goals, strategies and work plans | Translate our vision into strategy  Provide 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 work  viewviewpoints. |  | 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 objectives  Consider 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 issues  Consider 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 them  Balance 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**

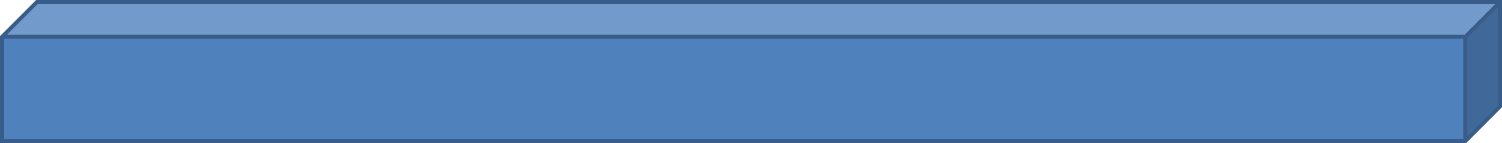
**AO7-AO8**

**SO**

**SES**

**AO2 AO3-AO4**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Gathering and analysing evidence** | Gather information and check facts  Are open to different viewpoints  Distil and clearly communicate the key evidence and advice  Understand 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 viewpoints  viewviewpoints.  Draw on information from conventional sources and use agreed practices to analyse what information is important and how it should be used  Undertake analysis, applying agency practice | Draw on own and others’ experience to analyse what information is important and how it should be used  Undertake 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 evidence  Identify new sources of evidence  Arrange appropriate research from internal and external sources to gather evidence when required  Engage in high-level analysis to identify links and discern the most critical issues | Address critical information gaps  Monitor 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 issues  Use 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/escalation  Understand when to seek advice and guidance from others | Draw accurate, defensible conclusions based on evidence | Recognise the link between interconnected issues  Provide 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 solutions  Apply 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 solutions  Capitalise 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**

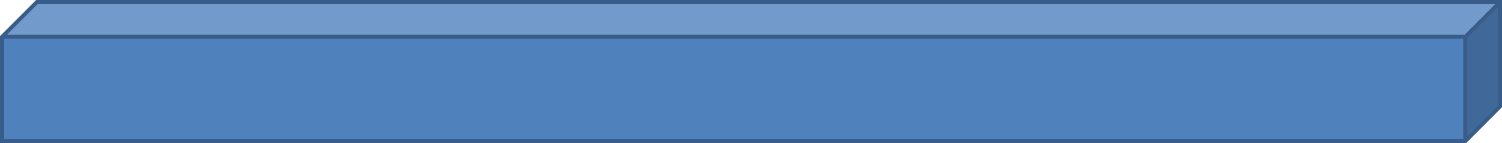
**AO7-AO8**

**SO**

**SES**

**AO2**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Self-awareness and ability to receive feedback** | Reflect on own behaviour and recognise its impact on others  Know 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 needs  Self-evaluate performance | Confidently communicate strengths and acknowledge self-development needs  Critically 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 needs  Seek 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 work  Learn from colleagues who share their skills and knowledge. Participate in relevant professional networks | Develop relevant specialist knowledge and apply it to work issues  Continually develop knowledge of workings of Treasury, other agencies and relevant industries  Keep up to date with the latest developments in area of work | Develop technical skills to increase depth or breadth of knowledge and experience  Demonstrate commitment to learning and self-development | Show strong commitment to learning and self-development  Actively develop internal and external professional networks to share and grow knowledge | Continually develop knowledge of best practice and international research and experience  Actively further develop leadership and management skills  Actively 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**

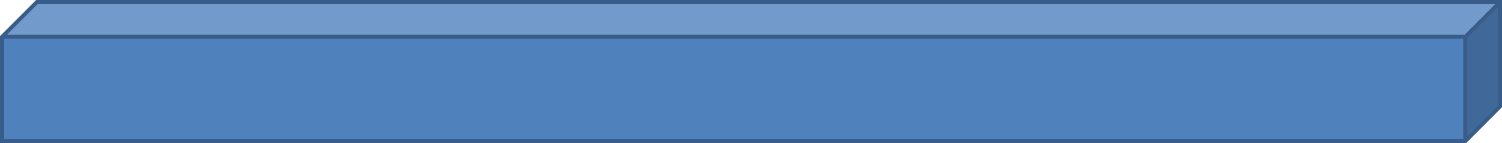
**AO7-AO8**

**SO**

**SES**

**AO2**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Communicating verbally and in writing** | Listen and communicate well to ensure understanding  Understand the information needs of others  Check written work to ensure accuracy and clarity | Confidently present messages in a clear, concise manner  Ensure 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 audience  Use communication to enhance working relationships  Draw 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 information  Consider impact of communication, and plan well when conveying important or difficult messages | Proactively communicate with all levels, engaging employees towards vision and strategy  Use 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 persuasively  Clearly 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**

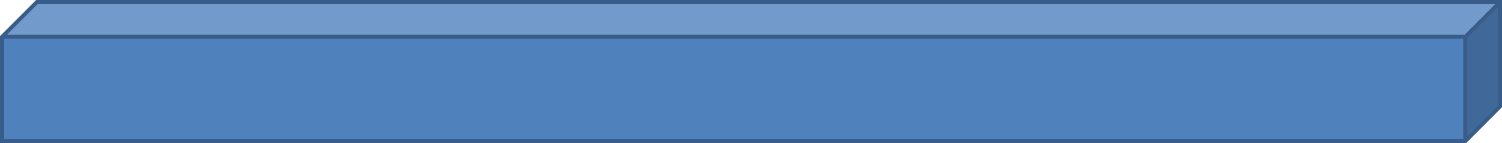
**AO7-AO8**

**SO**

**SES**

**AO2**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Working with others** | Listen to the viewpoints of others  Work to promote harmony and teamwork  Take time to get to know others and understand their capability strengths | Start building networks  Maintain relationships to achieve optimum outcomes despite difficulties or disagreements  Recognise unacceptable behaviour seeking resolution through others | Consider the views of others, even when viewpoints are challenging or adversarial  Recognise and challenge unacceptable behaviour resolving personally or through others | Promote the value of staff differences, viewpoints and contributions  Actively 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 agencies  Manage relationships and support the team to ensure constructive relationships that achieve optimum outcomes despite difficulties or disagreements  Model a working environment where staff are confident unacceptable behaviour will be dealt with | Build and sustain relationships that provide a rich intelligence network  Overcome organisational silos by facilitating cooperation between organisations  Personally 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**

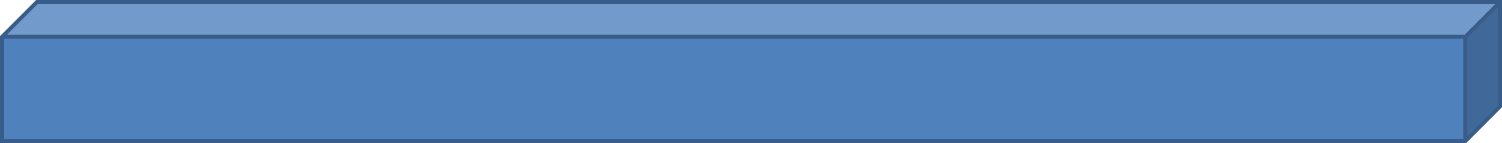
**AO7-AO8**

**SO**

**SES**

**AO2**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Leading performance and continuous improvement** | Conduct self in an ethical, business-like and professional way  Seek feedback and respond constructively  Prioritise workload  Review 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 success  Proactively manage all levels of performance and conduct of employees  Hold regular team meetings to focus on goals and share knowledge  Assess and monitor workloads, delegating and distributing work appropriately  Identify and support the capability development of individuals and the team  Proactively ensure the workplace remains business-like, ethical and professional  Give 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 outcomes  Bring 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**

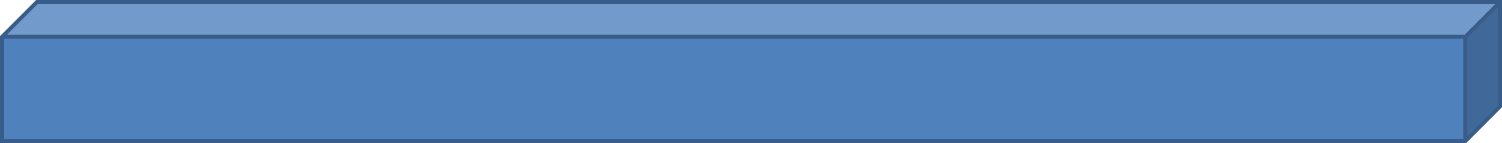
**AO7-AO8**

**SO**

**SES**

**AO2**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strengthening relationships, engaging others and collaborating** | Share team workload, show willingness to support others’ work  Build effective working relationships | Deliver on time through engagement of others and appropriate communication of deadlines  Accurately share work-related information with team members to contribute to joint goal-achievement | Build effective relationships with individuals at all levels to communicate issues  Identify when others are under pressure and proactively offer assistance  Consult and discuss issues with others to achieve the best outcome for Treasury and the government  Identify 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 together  Encourage teamwork and collaboration within Treasury  Facilitate 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 relationships  Provide opportunities for teamwork and collaboration within Treasury and with stakeholders  Negotiate, 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 forward  Facilitate and encourage a wide collaborative focus | Encourage stakeholders to work together, and establish cross-agency approaches to address issues  Model effective team working behaviours and strategic collaboration  Influence executive and other critical people to enable staff to reach successful outcomes  Enable 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 experience  Develop 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 satisfaction  Keep 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 drivers  Work 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**

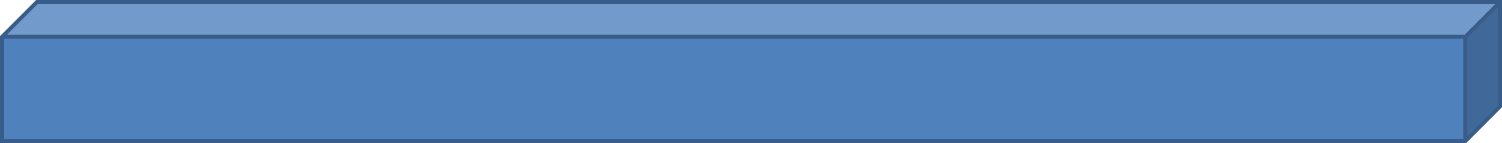
**AO7-AO8**

**SO**

**SES**

**AO2**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **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 resources  A clear understanding of the requirements to achieve resourcing objectives | Consider the implication for resources when making decisions, and seek more cost-effective ways of working  Contribute to resource planning processes as applicable to Treasury  Anticipate business needs and manage resource requirements  Ensure forecasting and delivery against objectives for any discretionary spending | Manage resources effectively and promote understanding of the implications of resource management decisions  Set 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 government  Engage 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 management  Understand some strategic, operational and political risks, encourage the view that all staff are managers of risk  Evaluate 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 procedures  Embed a risk management culture, encourage and support staff to develop risk management skills and implement risk management into their roles  Ensure risk communication promotes action, continuous learning, innovation and teamwork | Ensure that internal controls are continuously improved  Champion and model risk management skills  Work 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**

**AO7-AO8**

**SO**

**SES**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **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 area  Ask 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 team  Identify 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 outcomes  Actively focus on improvement, reviewing business processes and work value of tasks of individuals and the team to ensure priority is on high value work  Manage team workload and priorities to ensure that objectives are met | Ensure staff are empowered to manage their time and priorities effectively  Communicate and reinforce the importance of team and organisational objectives  Build 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 completion  Work 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 them  Ensure effective contract management occurs  Monitor project progress and adjust plans as required | Ensure the timely delivery of project objectives within budget and quality standards  Evaluate 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 outputs  Keep 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 problems  Challenge practices and procedures constraining performance and efficiency | Develop practical solutions encouraging others to do the same  Solve problems and show a clear understanding of factors influencing decisions | Think creatively and develop viable long-term solutions for Treasury and the community  Actively promote a solutions focus within the team  Identify risks that might affect progress and develop contingency plans | Capitalise on innovative alternatives to complex problems, deliver what matters  Solve 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 |