



Public Sector  
Commission

# Agency Capability Framework

Supporting the  
Agency Capability  
Review Program

Updated May 2025



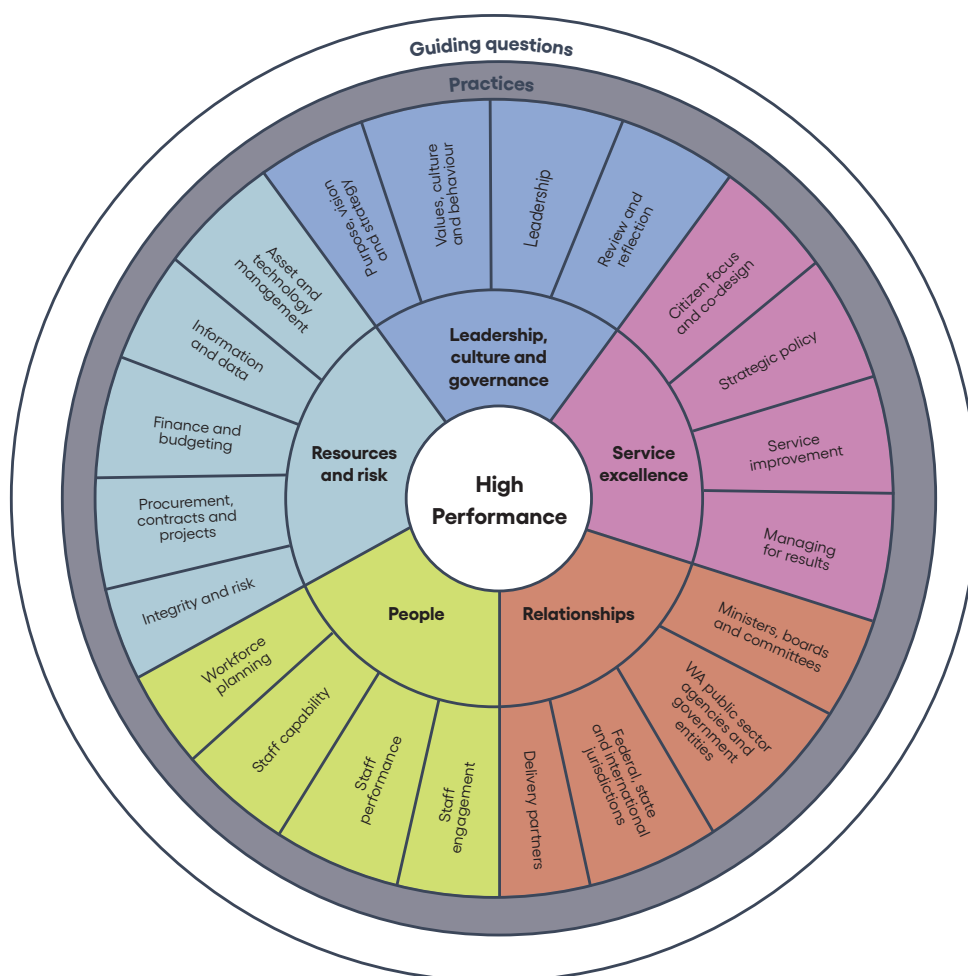
# Introduction

The Agency Capability Framework is used to examine the capability of public sector agencies under the Agency Capability Review Program.

Developed specifically for the WA public sector, it is relevant and applicable to all public sector agencies regardless of their remit, purpose, functions and services. Using a consistent framework ensures a structured approach to looking at capability, with all agencies reviewed against the same standards.

This document should be read in conjunction with Agency Capability Review Program: Driving performance improvement in the public sector.

## Agency Capability Framework



## Acknowledgment of Country



We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respects to Elders, Traditional Owners and Custodians of Country throughout Western Australia and their continuing connection to land, sky, waters and community.

The framework is set around the 5 most significant areas of public sector management and administration:

- Leadership, culture and governance
- Service excellence
- Relationships
- People
- Resources and risk

Each area comprises 4 or 5 capabilities that describe the most important aspects of that area. In each of the capabilities are practices that agencies must perform well to be considered highly capable and high performing.

Guiding questions support reflection and seek to elicit information about these practices in terms of the structures, processes, resources, systems and governance in an agency.

The framework includes possible sources of evidence that, in combination with other methodologies, help an agency show what practices are in place and at what level – emerging, developing, embedded or excelling.

During a review, interviews and focus groups with staff and stakeholders complement robust analysis of evidence to provide a complete picture.

The framework reflects the accountability of chief executive officers for the total performance, management and improvement of their agencies.

# Leadership, culture and governance

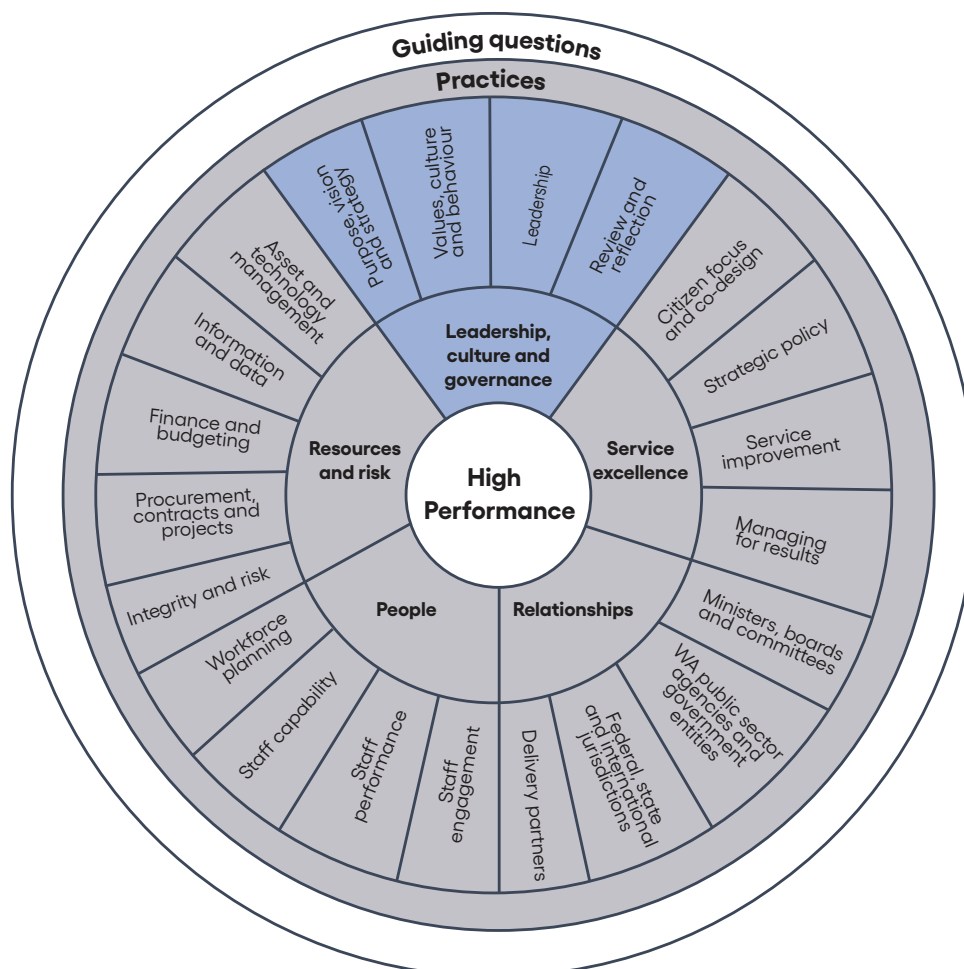
The focus of this area is on the leadership, culture and governance that underpin the agency's ability to meet both the needs of the people it serves and government priorities.

**Capability – Purpose, vision and strategy:** The purpose, vision and strategy articulate the value the agency delivers to Western Australians, and are aligned to government priorities and legislative functions. They are clear to those internal and external to the agency. The agency is responsive to changes that affect its services.

**Capability – Values, culture and behaviour:** The desired values and culture are developed in collaboration with staff and stakeholders. They are embedded throughout the agency and integrated into the way the business is managed and services are delivered. Leaders drive continuous improvement, and innovation supports a future focus.

**Capability – Leadership:** Leaders work together to deliver agreed strategic priorities and objectives. How the agency is structured and the governance mechanisms it has in place influence its effectiveness and ability to manage change.

**Capability – Review and reflection:** The agency values and uses information and evaluation to maintain performance and drive improvement. Leaders reflect on both their own performance and the performance of the agency to ensure services are contemporary and the agency is well positioned to deliver future priorities.



## Capability: Purpose, vision and strategy

The purpose, vision and strategy articulate the value the agency delivers to Western Australians, and are aligned to government priorities and legislative functions. They are clear to those internal and external to the agency. The agency is responsive to changes that affect its services.

Practice	Guiding questions	Possible sources of evidence
<b>Purpose, vision and strategy are developed with reference to government priorities and legislative functions.</b>	Does the agency's enabling legislation and government priorities form the basis of its purpose, vision and strategy?	<ul style="list-style-type: none"> <li>Relevant legislation, regulations and statutory responsibilities</li> <li>Election commitments and government priorities relevant to agency</li> </ul>
	How does the agency develop its purpose, vision and strategy with WA citizens <sup>1</sup> in mind?	<ul style="list-style-type: none"> <li>Strategic/corporate plan</li> </ul>
	How does the agency consult with stakeholders to inform its purpose, vision and strategy?	<ul style="list-style-type: none"> <li>Documentation describing what informs plan (data, information, stakeholders)</li> <li>Stakeholder engagement report</li> </ul>
	What evidence does the agency collect to inform its strategies?	<ul style="list-style-type: none"> <li>Communications plan relevant to developing and communicating purpose, vision and strategy</li> </ul>
<b>Purpose, vision and strategy are responsive to external changes.</b>	How does the agency review and consider its operating environment in local, national and global contexts?	<ul style="list-style-type: none"> <li>Documentation describing what informs plan (data, information, stakeholders)</li> <li>Business continuity plan</li> </ul>
	How well does the agency understand and respond to changes in the expectations of WA citizens and government?	<ul style="list-style-type: none"> <li>Environmental scanning</li> <li>Client survey and feedback mechanism</li> </ul>
	How does the agency review core activities, programs and projects to ensure they are achieving the purpose, vision and strategy?	<ul style="list-style-type: none"> <li>Corporate executive agenda and minutes (last 12 months)</li> <li>Participation in local, state and national (or international) working group/forum</li> <li>Investment in research</li> </ul>

<sup>1</sup> WA citizen refers to those who receive agency services including individuals, communities, businesses and other government organisations.

**Capability: Purpose, vision and strategy**

Practice	Guiding questions	Possible sources of evidence
<b>Purpose, vision and strategy are clearly communicated.</b>	How do the agency's leaders make the purpose, vision and strategy highly visible and easily accessible to all staff?	<ul style="list-style-type: none"> <li>• Communications plan</li> <li>• Communications channel</li> <li>• Alignment of outcomes between levels of planning</li> <li>• Alignment of plans to individual performance</li> <li>• Feedback from clients and partners</li> </ul>
	Do the agency's staff identify with and articulate how their work contributes to the agency's purpose, vision and strategy?	
	How does the agency communicate its purpose, vision and strategy to delivery partners?	
	Do delivery partners understand how their work contributes to achieving the agency's outcomes?	
	How well does the agency communicate its purpose to WA citizens?	

## Capability: Values, culture and behaviour

The desired values and culture are developed in collaboration with staff and stakeholders. They are embedded throughout the agency and integrated into the way the business is managed and services are delivered. Leaders drive continuous improvement, and innovation supports a future focus.

Practice	Guiding questions	Possible sources of evidence
<b>Values and desired culture are developed with staff, and widely shared and practised by them.</b>	How does the agency involve its staff in developing its values?	<ul style="list-style-type: none"> <li>• Values statement including review cycles</li> <li>• Inclusion and alignment of values in plans including performance agreements</li> <li>• Values integrated in communications</li> <li>• Code of conduct</li> <li>• Agenda and minutes (various levels)</li> <li>• Induction process and information</li> </ul>
	Does the agency define its desired culture?	
	How well are the agency's values and culture aligned to its strategic remit and evolve with changes in direction?	
	How well do the agency's structure, systems, symbols, behaviours and stories align with its values and culture?	
	Are the ways the agency makes decisions and solves problems guided by its values?	
<b>Leaders demonstrate and promote the desired culture.</b>	How do the agency's leaders proactively and deliberately promote the agency's culture?	<ul style="list-style-type: none"> <li>• Executive performance agreement</li> <li>• Feedback mechanism and outcomes</li> <li>• Agenda and minutes (various levels)</li> </ul>
	How well do the agency's leaders demonstrate the values and culture through their words and actions?	
	Are the agency's decisions across all business units and levels consistent and aligned with its values and culture?	

Capability: Values, culture and behaviour		
Practice	Guiding questions	Possible sources of evidence
Leaders drive continuous improvement and innovation to achieve better results.	How does the agency support and encourage staff to innovate within its risk threshold?	<ul style="list-style-type: none"><li>• Risk profiles including controls and treatments</li><li>• Evaluation activity and report</li><li>• Lessons learned activity and report</li><li>• Celebration of achievements</li><li>• Business improvement investment and activity</li><li>• Performance review (program, project, individual)</li></ul>
	Does the agency view mistakes and failures as learning opportunities?	
	What approaches does the agency use to share and celebrate success, and replicate positive outcomes where relevant?	
	How do the agency's leaders dedicate time and resources to continuous improvement and innovation activities?	



## Capability: Leadership

Leaders work together to deliver agreed strategic priorities and objectives. How the agency is structured and the governance mechanisms it has in place influence its effectiveness and ability to manage change.

Practice	Guiding questions	Possible sources of evidence
<b>Organisation structure is efficient and effective for achieving its objectives.</b>	Does the agency's structure support its strategic objectives and legislative remit?	<ul style="list-style-type: none"> <li>• Organisation chart</li> <li>• Functional and structure review</li> <li>• Delegations register</li> <li>• Roles and responsibilities articulated in policies and procedures</li> <li>• Communication of expectations</li> <li>• Feedback mechanism and outcomes</li> <li>• Business continuity plan including incident response plan</li> </ul>
	Is the agency's structure visible to staff and stakeholders?	
	How well do the agency's staff understand their reporting lines, scope of decision making authority, and roles and responsibilities?	
	How well does the agency allocate staff and resourcing across priorities and work areas to achieve its outcomes?	
	How flexible is the agency's structure in meeting changing priorities?	
<b>Leaders make decisions that are collective, evidence based, efficient, effective and responsive to diverse objectives and priorities.</b>	Are the agency's decision making processes appropriately governed, consistent and transparent?	<ul style="list-style-type: none"> <li>• Corporate executive agenda and minutes (last 12 months)</li> <li>• Governance (committee) structure and reporting including terms of reference, roles and responsibilities</li> <li>• Communication of outcomes</li> <li>• Delegations register</li> <li>• Feedback mechanism and outcomes</li> <li>• Use of data and other evidence</li> </ul>
	How are the agency's decisions informed, and do they consider competing views and impact on and across organisations and networks, and across diverse and competing interests?	
	Does the agency have the right people at the right levels empowered to make decisions?	
	How do the agency's leaders ensure time and attention are appropriately allocated across strategy, business and other priorities?	
	What governance processes does the agency have for its decision making?	

Capability: Leadership		
Practice	Guiding questions	Possible sources of evidence
<b>Changes that impact services and/or people are managed inclusively and effectively while maintaining organisational performance.</b>	How does the agency ensure citizens are placed at the centre of its change management?	<ul style="list-style-type: none"> <li>• Change management plan</li> <li>• Communications plan relevant to change management</li> <li>• Feedback mechanism and outcomes</li> <li>• Change management evaluation report</li> </ul>
	In what ways does the agency undertake effective and appropriate planning before implementing change that impacts services and/or people?	
	How does the agency dedicate resources to manage change and minimise disruption to business operations?	
	How well do the agency's leaders consult stakeholders and communicate change intentions and impacts outcomes in a timely manner?	
	How do the agency's leaders review and evaluate the effectiveness of change during and post implementation?	
<b>Leaders are productive and work cohesively.</b>	How do the agency's leaders adopt a holistic view on competing priorities, decisions, issues and strategies?	<ul style="list-style-type: none"> <li>• Corporate executive agenda and minutes (last 12 months)</li> <li>• Investment in planning</li> <li>• Participation in local, state and national (or international) working group/forum</li> <li>• Celebration of achievements</li> <li>• Delegations register</li> <li>• Participation of others in agency planning</li> <li>• Feedback mechanism and outcomes</li> <li>• Leadership Expectations implementation</li> </ul>
	How do the agency's leaders identify and leverage opportunities to drive collaboration across the agency and sector?	
	How well do the agency's leaders lead with courage and work collegially to achieve objectives and respond to priorities?	
	What systems and structures does the agency have to empower and support leaders at all levels?	
	How well do the agency's leaders embrace diversity of thought and celebrate success across the agency?	
	How do the agency's leaders create a healthy environment where constructive challenge is embraced?	

## Capability: Review and reflection

The agency values and uses information and evaluation to maintain performance and drive improvement. Leaders reflect on both their own performance and the performance of the agency to ensure services are contemporary and the agency is well positioned to deliver future priorities.

Practice	Guiding questions	Possible sources of evidence
<b>Evaluative activities are encouraged and used to improve performance.</b>	Does the agency build evaluation into its activities where appropriate?	<ul style="list-style-type: none"> <li>Project planning includes evaluation as key phase of delivery</li> </ul>
	What evaluation processes does the agency use for business improvement?	<ul style="list-style-type: none"> <li>Evaluation process and reporting</li> <li>Lessons learned activity and report</li> </ul>
	How does the agency use evaluations and reviews to assess both processes and outcomes of activities?	<ul style="list-style-type: none"> <li>Plans relevant to implementing evaluation and review recommendations</li> <li>Feedback mechanism and outcomes</li> </ul>
	Do agency staff view evaluations and reviews as opportunities not threats?	<ul style="list-style-type: none"> <li>Integration of lessons learned into future planning</li> </ul>
	How does the agency implement recommendations from evaluations and reviews to improve business outcomes?	<ul style="list-style-type: none"> <li>Project oversight structure</li> </ul>
	How well do the agency's accountability mechanisms support implementation of evaluation and review recommendations?	
<b>Leaders individually and collectively reflect on their own performance and the performance of the agency.</b>	How do the agency's leaders create time and space to support honest reflection on agency performance?	<ul style="list-style-type: none"> <li>Corporate executive agenda and minutes (last 12 months)</li> <li>Feedback mechanism and outcomes</li> </ul>
	How do the agency's leaders reflect on the performance of the agency as a whole as well as individual areas?	<ul style="list-style-type: none"> <li>Executive performance agreement</li> </ul>
	What feedback mechanisms does the agency have and how is feedback incorporated into its strategic planning?	

# Service excellence

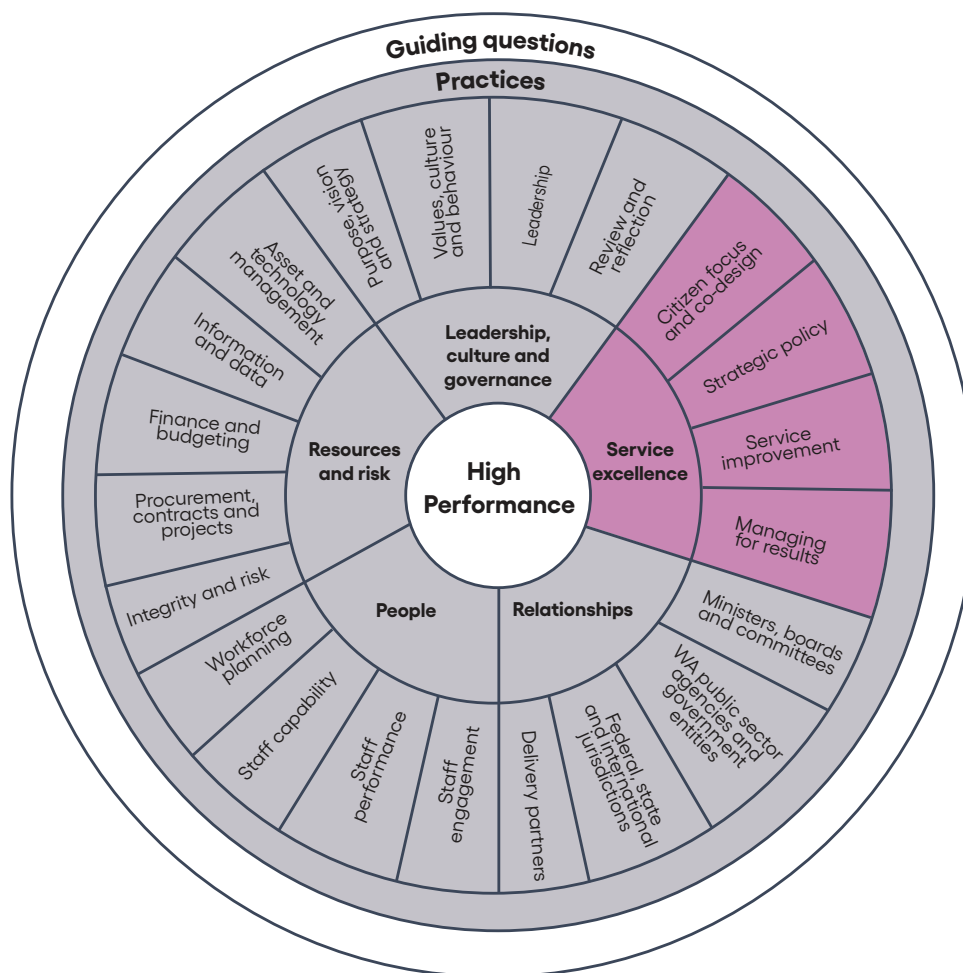
The focus of this area is on understanding the expectations, needs and experiences of citizens when services and policy advice are designed and delivered.

**Capability – Citizen focus and co-design:** Core to delivering effective service outcomes and value is a deep understanding of the experiences, needs and expectations of citizens. Genuine and meaningful engagement – particularly with people from diverse and vulnerable groups – ensures fit for purpose services.

**Capability – Strategic policy:** High quality and detailed policy work determines the best ways for the agency to meet government priorities and its strategic objectives.

**Capability – Service improvement:** The agency is more likely to be effective if it continually looks at ways to improve the quality of service delivery. Collecting and acting on feedback support the agency to design better and more cost effective services.

**Capability – Managing for results:** How well the agency designs and delivers its services, how it marshals valuable and often scarce resources, and how it sets itself up to deliver on its purpose to achieve outcomes valued by citizens all contribute to service excellence.



## Capability: Citizen focus and co-design

Core to delivering effective service outcomes and value is a deep understanding of the experiences, needs and expectations of citizens. Genuine and meaningful engagement – particularly with people from diverse and vulnerable groups – ensures fit for purpose services.

Practice	Guiding questions	Possible sources of evidence
<b>Connections with citizens are respectful and focused on understanding their experiences and needs.</b>	How does the agency understand who accesses or may need to access its services?	<ul style="list-style-type: none"> <li>• Business planning process to understand service need</li> <li>• Citizen and stakeholder feedback mechanism and outcomes</li> <li>• Engagement plan including terms of reference and methods of engagement</li> <li>• Multicultural plan and progress report</li> </ul>
	What does the agency know about its citizens and their motivations?	
	How well does the agency plan for meaningful engagement, is clear about its objectives and open about what can be influenced?	
	What channels does the agency use to engage people and understand diverse perspectives?	
	How does the agency listen to the experiences and needs of citizens to ensure its services are relevant?	
<b>Engagement with Aboriginal and Torres Strait Islander people is culturally responsive and focused on understanding their experiences, needs and expectations.</b>	How does the agency engage with Aboriginal and Torres Strait Islander people at a level proportionate to the potential impact or opportunity?	<ul style="list-style-type: none"> <li>• Reconciliation Action Plan</li> <li>• Engagement plan including methods and channels</li> <li>• Stakeholder identification report</li> <li>• Service participation rate</li> <li>• Cultural awareness training and support</li> <li>• Liaison with Aboriginal Advisory Council of WA</li> <li>• Aboriginal and Torres Strait Islander advisory/reference group</li> </ul>
	What time and resources does the agency invest in planning meaningful engagement with Aboriginal and Torres Strait Islander people?	
	How does the agency consider who is best placed to provide insight into experiences, needs and expectations of Aboriginal and Torres Strait Islander people?	
	What approaches does the agency use to connect with Aboriginal and Torres Strait Islander people?	
	Does the agency provide appropriate cultural awareness training and support to its staff and delivery partners?	

## Capability: Citizen focus and co-design

Practice	Guiding questions	Possible sources of evidence
<b>Principles of partnership and co-design with citizens and their representatives are used to design services that meet their needs.</b>	Does the agency use co-design principles when appropriate?	<ul style="list-style-type: none"> <li>Investment in consultation including type of consultation</li> <li>Engagement plan</li> <li>Stakeholder identification report</li> <li>Feedback mechanism and outcomes</li> <li>Outcome of citizen engagement (evidence of their input)</li> <li>Outcomes measurement framework</li> </ul>
	What approaches does the agency use to work with citizens and their representatives to define service goals and intended outcomes?	
	What information does the agency use to inform co-design?	
	Does the agency provide sufficient information to citizens and their representatives to support meaningful contribution?	
	Is the agency clear about what it is trying to achieve, and any limitations or constraints to manage citizen expectations?	
	How does the agency engage with Aboriginal and Torres Strait Islander people at a level proportionate to the potential impact or opportunity?	
	How does the agency plan and allocate appropriate resources to support co-design with citizens and their representatives?	

## Capability: Strategic policy

High quality and detailed policy work determines the best ways for the agency to meet government priorities and its strategic objectives.

Practice	Guiding questions	Possible sources of evidence
<b>A well developed framework and approach support policy development.</b>	How well does the agency understand the differences between strategic and operational policy?	<ul style="list-style-type: none"> <li>• Policy framework (lifecycle)</li> <li>• Investment in policy development capability building</li> <li>• Specific strategic policies</li> <li>• Resources allocated for policy development</li> <li>• Schedule of policy development and alignment to agency remit</li> <li>• Investment in policy review</li> </ul>
	Does the agency have a consistent, fit for purpose and well understood framework that guides strategic policy development?	
	How well does the agency understand its own policy agenda, and the contributions required of it in developing whole of government policy?	
	How does the agency dedicate resources and time across the policy lifecycle?	
<b>High quality policy and advice are designed.</b>	How well does the agency identify the problem the policy is trying to address?	<ul style="list-style-type: none"> <li>• Specific strategic policies</li> <li>• Benefits realisation plans</li> <li>• Draft report or 'green paper' to demonstrate need and expected impact</li> <li>• Feedback mechanism and outcomes (including from minister/s)</li> <li>• Investment in peer review</li> <li>• Policy development framework</li> <li>• Outcomes measurement framework</li> </ul>
	How well does the agency consider policy advice and cost different options to address desired outcomes?	
	How well does the agency describe intended outcomes and benefits of policies?	
	Is the agency's policy advice easy to understand, evidence based, logical and tailored to the audience?	
	What approaches does the agency take to consult with stakeholders to understand who needs to contribute to developing and delivering policy?	
	How does the agency consider what data and information needs to be collected to measure success?	



Capability: Strategic policy		
Practice	Guiding questions	Possible sources of evidence
<b>New policies and changes to existing policies are implemented effectively.</b>	How does the agency plan for successful policy implementation?	<ul style="list-style-type: none"> <li>• Policy development framework</li> <li>• Investment in full lifecycle of policy development</li> <li>• Change management plan relevant to policy implementation including stakeholders</li> <li>• Communications plan relevant to policy implementation</li> <li>• Governance/oversight of policy implementation</li> <li>• Risk and issues register and plan relevant to policy implementation</li> <li>• Outcomes measurement framework</li> </ul>
	What approaches does the agency have to engage with relevant stakeholders to ensure successful policy implementation?	
	How does the agency communicate changes arising from new and revised policies to internal and external stakeholders?	
	What processes does the agency have to review policy implementation, report progress towards outcomes and issues through governance mechanisms, and make changes where necessary?	
<b>Policies are evaluated to ensure they are relevant, complied with and meet intended outcomes.</b>	Does the agency have a fit for purpose policy evaluation framework?	<ul style="list-style-type: none"> <li>• Policy development framework (includes regular evaluation)</li> <li>• Policy evaluation report including evidence and data used to evaluate</li> <li>• Lessons learned activity and report</li> <li>• Integration of lessons learned into future planning</li> <li>• Outcomes measurement framework</li> </ul>
	How well does the agency collect and analyse performance information to evaluate policies at key points of the policy lifecycle?	
	How does the agency document lessons learned from evaluations, share these lessons and incorporate them into future policy activities?	



## Capability: Service improvement

The agency is more likely to be effective if it continually looks at ways to improve the quality of service delivery. Collecting and acting on feedback support the agency to design better and more cost effective services.

Practice	Guiding questions	Possible sources of evidence
<b>Effective and efficient services are delivered that focus on the needs of citizens</b>	How does the agency know its services respond to the needs of the people it serves?	<ul style="list-style-type: none"> <li>• Feedback mechanism and outcomes</li> <li>• Channel for citizen engagement</li> <li>• Key performance indicators relevant to service delivery</li> <li>• Resources published (accessible, translated into different languages)</li> <li>• Communications plan</li> <li>• Multicultural plan and progress report</li> <li>• Disability Access and Inclusion Plan (DAIP) and progress report</li> </ul>
	How does the agency provide safe, inclusive and consistent services?	
	How does the agency provide services and information in an accessible and timely manner?	
	How well does the agency promote the services available to its citizens?	
<b>Work with partners to innovate and improve service delivery.</b>	How does the agency understand where its services overlap with other agencies and entities to reduce duplication of effort?	<ul style="list-style-type: none"> <li>• Business planning activity (including benefits realisation)</li> <li>• Service identification and mapping</li> <li>• Participation in local, state and national (or international) working group/forum</li> <li>• Environmental scanning</li> <li>• Feedback mechanism and outcomes</li> <li>• Integration of lessons learned into future planning</li> </ul>
	How does the agency understand and consider local, national and global trends and issues, and how these may impact service delivery?	
	What approaches does the agency have for citizens and delivery partners to provide feedback on the performance of services?	
	How does the agency use feedback to improve services?	

## Capability: Service improvement

Practice	Guiding questions	Possible sources of evidence
<b>Service delivery models are evaluated regularly and findings acted on.</b>	How does the agency use performance and other data to evaluate the services it delivers?	<ul style="list-style-type: none"> <li>• Key performance indicators</li> <li>• Other performance reports and documentation</li> <li>• Feedback mechanism and outcomes</li> <li>• Integration of lessons learned into planning</li> <li>• Investment in business improvement and innovation</li> <li>• Evaluation framework</li> <li>• Environmental scanning for services and service delivery</li> <li>• Participation in local, state and national (or international) working group/forum</li> <li>• Costing and modelling tool and process</li> </ul>
	How does the agency act on evaluation findings to improve services?	
	How does the agency understand the full cost of services and consider this in the context of the value those services deliver?	
	How does the agency consider what service delivery options are needed to meet future challenges?	

## Capability: Managing for results

How well the agency designs and delivers its services, how it marshals valuable and often scarce resources, and how it sets itself up to deliver on its purpose to achieve outcomes valued by citizens all contribute to service excellence.

Practice	Guiding questions	Possible sources of evidence
<b>A systems thinking approach to service delivery is adopted.</b>	How clear is the agency's understanding of the core functions, business and operational services it is responsible for delivering?	<ul style="list-style-type: none"> <li>• Business planning framework</li> <li>• Project planning framework</li> <li>• Governance and oversight of services and projects</li> </ul>
	How well does the agency understand interdependencies across government necessary to deliver government priorities?	<ul style="list-style-type: none"> <li>• Identification of risks and issues including controls and treatments to mitigate risk</li> </ul>
	How well does the agency understand the outcomes it seeks to achieve, and establish appropriate performance indicators and targets to measure outcomes?	<ul style="list-style-type: none"> <li>• Benefits realisation plan</li> <li>• Performance measurement framework (multi-level)</li> <li>• Annual report</li> </ul>
	What processes does the agency have to measure and evaluate its service performance against indicators and targets?	<ul style="list-style-type: none"> <li>• Oversight agency (e.g. OAG) report</li> <li>• Investment in policy review</li> </ul>
<b>Management for results is efficient and effective.</b>	How does the agency measure progress in delivering service?	<ul style="list-style-type: none"> <li>• Performance measurement framework (multi-level)</li> </ul>
	How well does the agency ensure external service providers achieve high service delivery results?	<ul style="list-style-type: none"> <li>• Internal budget tracking documentation</li> <li>• Governance and oversight of services and projects</li> </ul>
	How clearly do the agency's leaders articulate expectations to drive high performance?	<ul style="list-style-type: none"> <li>• Individual performance expectations and agreements</li> </ul>
	How well are the agency's programs and projects coordinated and aligned to achieve the best possible results?	<ul style="list-style-type: none"> <li>• Contract management system including oversight</li> <li>• Feedback mechanism and outcomes</li> </ul>
	How does the agency improve and refine measurement and management of its performance over time?	<ul style="list-style-type: none"> <li>• Celebration of achievements</li> <li>• Investment in business improvement activity</li> <li>• Evaluation framework</li> <li>• Integration of lessons learned into planning</li> </ul>

# Relationships

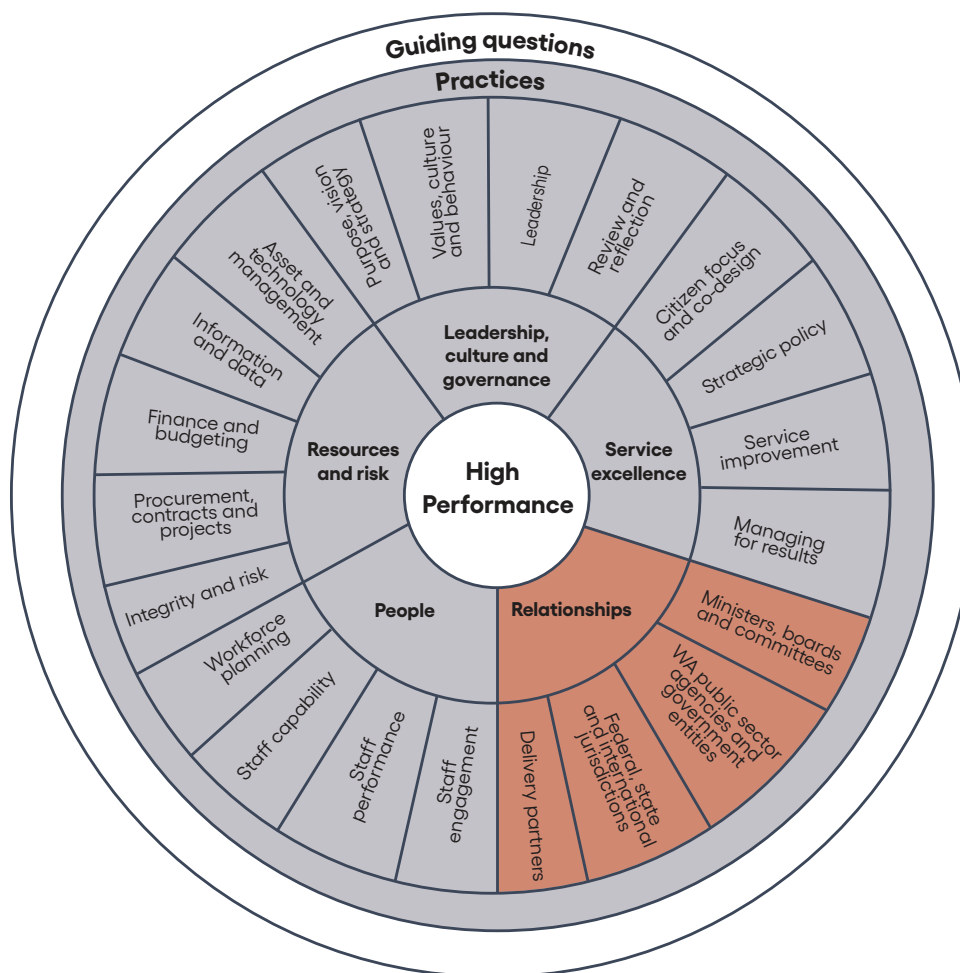
The focus of this area is on strong relationships of trust and confidence to deliver high quality public services, with greatest impact achieved when partnerships are prioritised.

**Capability – Ministers, boards and committees:** Political stewardship is strongest with portfolio ministers who set the agenda for the agency’s performance. Relationships with other ministers recognise the increasing focus on shared outcomes. Sound advice and evidence, along with understanding of shared goals and preferences, help inform board and committee decision making.

**Capability – WA public sector agencies and government entities:** A constrained fiscal environment requires greater collaboration in meeting government priorities. Shared outcomes are achieved when relationships across the sector are built, nurtured and maintained.

**Capability – Federal, state and international jurisdictions:** Intergovernmental relationships add value to Western Australians. They help drive joint and cooperative actions to secure mutual benefits and respond to national issues.

**Capability – Delivery partners:** Relationships are most productive when the agency develops and maintains the support of its partners and builds trust. Shared understanding and commitment ensure the needs of citizens are prioritised.



## Capability: Ministers, boards and committees

Political stewardship is strongest with portfolio ministers who set the agenda for the agency's performance. Relationships with other ministers recognise the increasing focus on shared outcomes. Sound advice and evidence, along with understanding of shared goals and preferences, help inform board and committee decision making.

Practice	Guiding questions	Possible sources of evidence
<b>Relationships with minister/s are characterised by clarity of roles, openness, trust and respect.</b>	What approach does the agency take to establish and maintain relationships with minister/s and ministerial office/s?	<ul style="list-style-type: none"> <li>• <i>Public Sector Management Act 1994</i>, Section 74 communications agreement</li> <li>• Strategic and other plans</li> </ul>
	How well do the agency's strategic goals align with government priorities and policy directions?	<ul style="list-style-type: none"> <li>• CEO delivery and performance agreement/ statement of expectations</li> </ul>
	Does the agency document the roles and responsibilities of the agency, minister/s and ministerial office/s?	<ul style="list-style-type: none"> <li>• Feedback mechanism and outcomes</li> </ul>
	How well does the agency maintain regular communication with minister/s and ministerial office/s on progress, priorities and policy directions?	<ul style="list-style-type: none"> <li>• Agenda and minutes between agency and minister/ministerial office</li> <li>• Oversight agency (e.g. OAG) report</li> </ul>
<b>Advice is impartial, evidence based and responsive to priorities of the minister/s.</b>	To what extent does the agency take into consideration the short, medium and long term goals of government?	<ul style="list-style-type: none"> <li>• Inclusion of government priorities in strategic and other plans and activities</li> </ul>
	How well does the agency understand requests for advice (including audience, context and format) from minister/s and ministerial office/s, and consider the impact of its advice on key stakeholders?	<ul style="list-style-type: none"> <li>• Type and nature of advice provided</li> <li>• Hansard and other parliamentary records</li> </ul>
	How does the agency ensure it offers advice that is logical, well reasoned and supported by evidence?	<ul style="list-style-type: none"> <li>• CEO delivery and performance agreement</li> <li>• Feedback mechanism and outcomes</li> </ul>
	How does the agency ensure it provides high quality advice that meets the needs of the minister/s and ministerial office/s, in a timely manner?	

Capability: Ministers, boards and committees		
Practice	Guiding questions	Possible sources of evidence
Relationships with government boards and/or committees are characterised by clarity of roles, openness, trust and respect.	How well does the agency engage with boards and/or committees in setting its strategic direction?	<ul style="list-style-type: none"><li>• Agenda and minutes</li><li>• Terms of reference or memorandum of understanding with board/ committee</li><li>• Feedback mechanism and outcomes</li><li>• Communication between agency and board/ committee</li></ul>
	Does the agency’s CEO (and senior leaders where appropriate) meet with the board chair regularly and share important information?	
	How does the agency document and describe the roles and responsibilities between it and the board/committee?	

## Capability: WA public sector agencies and government entities

A constrained fiscal environment requires greater collaboration in meeting government priorities. Shared outcomes are achieved when relationships across the sector are built, nurtured and maintained.

Practice	Guiding questions	Possible sources of evidence
<b>Enduring and collaborative relationships with WA public sector agencies and government entities deliver on government priority outcomes.</b>	How well does the agency identify and understand how it can contribute to broader government goals and priorities, and identify opportunities to collaborate with other agencies?	<ul style="list-style-type: none"> <li>Participation in local, state and national (or international) working group/forum</li> <li>Joint submission (e.g. business case)</li> </ul>
	How well does the agency work with other agencies and entities to identify, define and document the scope of partnerships, targeted outcomes and shared goals?	<ul style="list-style-type: none"> <li>Interagency working/steering group terms of reference and minutes</li> <li>Project plan demonstrating consideration of interagency relationships and connections in projects</li> </ul>
	How well do the agency's governance structures – including accountability, roles and responsibilities – support relationships with other agencies and entities?	<ul style="list-style-type: none"> <li>Governance and oversight function of interagency activity</li> <li>Job descriptions that articulate roles/responsibilities in developing relationships</li> </ul>
	Does the agency dedicate resources and time to maintain and nurture relationships and achieve shared commitments?	
<b>Relationships with public sector agencies and government entities are characterised by adequate levels of openness, trust and mutual respect, and a shared commitment to outcomes.</b>	To what extent is the agency aware of the boundaries and limitations of other agencies and entities?	<ul style="list-style-type: none"> <li>Interagency working/steering group terms of reference and minutes including articulation of roles and responsibilities</li> </ul>
	How does the agency value the knowledge and expertise of other agencies and entities, and is it open to new ideas?	<ul style="list-style-type: none"> <li>Participation in local, state and national (or international) working group/forum</li> </ul>
	How does the agency share relevant data and information without compromising data privacy?	<ul style="list-style-type: none"> <li>Consultation framework</li> <li>Data sharing practice including reports, information and open data</li> </ul>
	Do the agency's staff feel empowered to build and maintain positive and professional relationships with colleagues from other agencies and entities?	<ul style="list-style-type: none"> <li>Delegations register</li> <li>Feedback mechanism and outcomes</li> </ul>

## Capability: Federal, state and international jurisdictions

Intergovernmental relationships add value to Western Australians. They help drive joint and cooperative actions to secure mutual benefits and respond to national issues.

Practice	Guiding questions	Possible sources of evidence
<b>Enduring and collaborative relationships with federal, state and international jurisdictions (private and not for profit) deliver on agency and government priority outcomes.</b>	How does the agency proactively identify opportunities to collaborate or form coalitions with federal, state and international jurisdictions on agendas which align with its position and priorities, and those of government?	<ul style="list-style-type: none"> <li>• Participation on state, national and international working group/forum</li> <li>• Agenda and minutes</li> <li>• Communications plan (distribution of outcomes)</li> <li>• Delegations register</li> <li>• Governance and oversight functions of groups</li> <li>• Federal-state engagement framework</li> <li>• Investment decision from Australian Government and international jurisdictions in WA</li> <li>• Annual report</li> </ul>
	How effectively does the agency serve the interests of the WA public sector and community when building relationships with federal, state and international jurisdictions?	
	Do the right agency representatives attend, engage and contribute in meetings, and are they authorised to make decisions?	
	Are the agency's relationships supported by appropriate governance structures, with actions followed up and information shared appropriately?	
<b>Respectful and open collaboration with federal, state and international jurisdictions benefit WA citizens.</b>	How well does the agency influence other stakeholders to drive outcomes to benefit WA citizens?	<ul style="list-style-type: none"> <li>• Participation on state, national and international working group/forum</li> <li>• Feedback mechanism and outcomes</li> <li>• Agenda and minutes</li> <li>• Data sharing practices including reports, information and open data</li> <li>• Investment in technology and other resources to support relationships</li> </ul>
	What approaches does the agency have to understand the needs, perspectives and priorities of other stakeholders?	
	Does the agency share information with stakeholders where appropriate and without compromising data privacy?	
	How well does the agency leverage technology to communicate and collaborate with stakeholders?	



## Capability: Delivery partners

Relationships are most productive when the agency develops and maintains the support of its partners and builds trust. Shared understanding and commitment ensure the needs of citizens are prioritised.

Practice	Guiding questions	Possible sources of evidence
<b>Enduring, collaborative, positive and productive relationships with delivery partners deliver on government priority outcomes.</b>	How well does the agency identify and understand how it can contribute to broader government goals and priorities, and identify opportunities to collaborate with other agencies?	<ul style="list-style-type: none"> <li>• Consultation framework</li> <li>• Stakeholder mapping</li> <li>• Project plan identifies key relationships for success</li> <li>• Contract documentation including roles and responsibilities, expected deliverables, measures of performance and conflict resolution</li> </ul>
	How well does the agency work with other agencies and entities to identify, define and document the scope of partnerships, targeted outcomes and shared goals?	<ul style="list-style-type: none"> <li>• Contract management agenda and minutes</li> <li>• Communications plan</li> <li>• Use of customer relationship management platform</li> <li>• Feedback mechanism and outcomes</li> </ul>
	How well do the agency's governance structures – including accountability, roles and responsibilities – support relationships with other agencies and entities?	<ul style="list-style-type: none"> <li>• Key performance indicators</li> <li>• Market-led proposal</li> <li>• Governance and oversight mechanism</li> </ul>
	Does the agency dedicate resources and time to maintain and nurture relationships and achieve shared commitments?	
<b>Work with delivery partners includes planning for and designing solutions to tackle current and emerging challenges.</b>	How well do the agency and its delivery partners plan for and create solutions together to address current challenges and meet future priorities?	<ul style="list-style-type: none"> <li>• Business plan including development</li> <li>• Feedback mechanism and outcomes</li> <li>• Evaluation activity</li> </ul>
	Does the agency and its delivery partners regularly review and reflect on the relationship, and identify successes and areas for improvement?	<ul style="list-style-type: none"> <li>• Celebration of achievements</li> <li>• Contract documentation</li> </ul>
<b>Enduring and collaborative relationships are built with peak bodies.</b>	How does the agency identify peak bodies and understand their roles, purpose and membership including accountabilities, contexts and limitations?	<ul style="list-style-type: none"> <li>• Consultation framework</li> <li>• Stakeholder mapping</li> <li>• Project plan identifies key relationships needed for success</li> </ul>
	What processes does the agency have to engage peak bodies at key decision points?	<ul style="list-style-type: none"> <li>• Terms of reference</li> <li>• Agenda and minutes</li> <li>• Governance and oversight mechanism</li> </ul>

# People

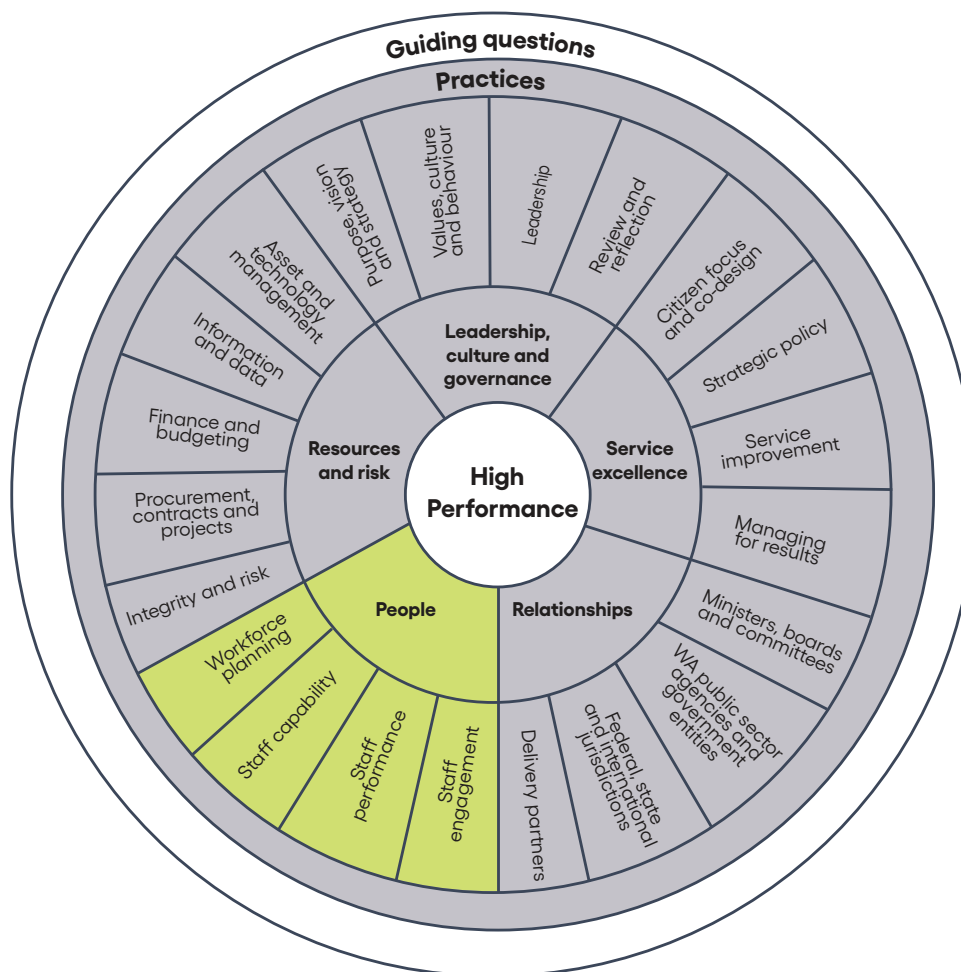
The focus of this area is on a workforce that is needed now and into the future to deliver the best value and standards of services.

**Capability – Workforce planning:** Anticipating and responding to identified needs and impacts to services strengthen the agency's performance outcomes. To operate effectively the agency plans and predicts for future growth, and focuses on flexibility, adaptability and resilience.

**Capability – Staff capability:** The agency understands the skills it needs in its people for the future and where there are current skills gaps. The agency understands how to build its workforce so its people have the necessary capabilities to continue delivering expected outcomes.

**Capability – Staff performance:** Staff understand what is expected from them, how their role contributes to the goals and strategic direction of the agency and what high performance looks like. They have opportunities and commitment to improve their own performance, and know that poor performance is responded to and managed promptly.

**Capability – Staff engagement:** There is engagement with staff and staff representative groups. Inclusive workplaces are encouraged and the health and wellbeing of staff are maintained.



## Capability: Workforce planning

Anticipating and responding to identified needs and impacts to services strengthen the agency's performance outcomes. To operate effectively the agency plans and predicts for future growth, and focuses on flexibility, adaptability and resilience.

Practice	Guiding questions	Possible sources of evidence
<b>Workforce planning has a future focus.</b>	How well does the agency understand and consider its current and future operating and workforce requirements, including critical job roles?	<ul style="list-style-type: none"> <li>• Environmental scanning</li> <li>• Workforce and diversity plan, tools, templates and methodologies</li> <li>• Workforce profile report</li> </ul>
	How well does the agency understand the external and internal influences on its workforce?	<ul style="list-style-type: none"> <li>• Corporate executive agenda and minutes (last 12 months)</li> <li>• Skills analysis tool and outcomes</li> </ul>
	How does the agency use data and evidence to analyse the gap between current and future workforce capability and capacity?	<ul style="list-style-type: none"> <li>• Investment in learning and development</li> <li>• Business continuity planning</li> <li>• Accreditation from peak diversity bodies</li> <li>• Diversity profile</li> <li>• Investment in traineeships, graduate programs, internships and other initiatives</li> </ul>
<b>Workforce and diversity plans are implemented effectively.</b>	Does the agency's plan align with its strategic objectives and consider broader government priorities?	<ul style="list-style-type: none"> <li>• Workforce and diversity plan</li> <li>• Workforce planning tool and methodologies</li> </ul>
	Does the agency regularly review and update its plan using data and insights?	<ul style="list-style-type: none"> <li>• Governance and oversight of planning activities including performance against targets</li> </ul>
	Are appropriate targets set and progress reported through governance mechanisms?	<ul style="list-style-type: none"> <li>• Corporate executive agenda and minutes (last 12 months relevant to workforce reporting and discussion)</li> </ul>
	Does the agency's plan promote and encourage equity and diversity?	<ul style="list-style-type: none"> <li>• Workforce profile report including how it informs planning</li> <li>• Approach and process to inform and make decisions</li> <li>• Group composition of projects</li> <li>• Equal Employment Opportunity management plan</li> <li>• Investment in technology and other resources to support relationships</li> </ul>

## Capability: Workforce planning

Practice	Guiding questions	Possible sources of evidence
<b>Design and structure of the workforce achieve and maintain operational responsiveness and flexibility.</b>	Does the agency design jobs that help achieve its outcomes?	<ul style="list-style-type: none"> <li>• Process for creating and filling jobs</li> <li>• Job descriptions</li> <li>• Recruitment methodology</li> <li>• Workforce planning methodology</li> <li>• Organisation structure</li> <li>• Selection report</li> <li>• Attraction data</li> <li>• Employment type offered</li> <li>• Scenario planning/business continuity planning</li> <li>• Mobilisation opportunity/ program</li> <li>• Process for responding to priorities</li> <li>• Leadership Expectations implementation</li> </ul>
	How well does the agency leverage recruitment and other workforce instruments to get the right people in the right jobs?	
	How well does the agency mobilise its staff when required?	

## Capability: Staff capability

The agency understands the skills it needs in its people for the future and where there are current skills gaps. The agency understands how to build its workforce so its people have the necessary capabilities to continue delivering expected outcomes.

Practice	Guiding questions	Possible sources of evidence
<b>Staff capability initiatives are based on current and future challenges.</b>	What approaches does the agency take to understand its current internal capability and what is required to meet future business and service delivery?	<ul style="list-style-type: none"> <li>• Skills assessment tool and approach</li> <li>• Workforce planning methodology</li> <li>• Environmental scanning</li> <li>• Capability assessment report</li> </ul>
	How does the agency develop staff to address current and projected gaps, and better meet statutory obligations and strategic objectives?	<ul style="list-style-type: none"> <li>• Performance assessment policy and procedures</li> <li>• Development and training plan</li> <li>• Budget allocation for staff professional development</li> </ul>
	Does the agency's performance management and assessment processes align to development requirements and outline desired mindsets, expertise and behaviours of its people?	<ul style="list-style-type: none"> <li>• Training register (completion rates)</li> <li>• Talent identification and management process and approach</li> </ul>
	What is the agency's approach to talent identification and development?	<ul style="list-style-type: none"> <li>• Corporate executive agenda and minutes (last 12 months) relevant to workforce reporting, data and discussion</li> <li>• Oversight agency (e.g. OAG) report</li> <li>• Career development framework</li> <li>• Leadership Expectations implementation</li> </ul>
<b>Staff development opportunities are aligned to outcomes and benefit the sector.</b>	Does the agency provide a range of development opportunities for staff at all levels and locations?	<ul style="list-style-type: none"> <li>• Capability assessment report</li> <li>• Performance assessment policy and procedures</li> </ul>
	How does the agency measure the effectiveness of development opportunities to ensure gaps are addressed and learning is embedded?	<ul style="list-style-type: none"> <li>• Development and training plan</li> <li>• Budget allocation for professional development</li> <li>• Training register (completion rates)</li> <li>• Approach to filling positions</li> <li>• Retention and progression data</li> <li>• Staff feedback</li> </ul>

## Capability: Staff performance

Staff understand what is expected from them, how their role contributes to the goals and strategic direction of the agency and what high performance looks like. They have opportunities and commitment to improve their own performance, and know that poor performance is responded to and managed promptly.

Practice	Guiding questions	Possible sources of evidence
<b>Performance of individuals and teams delivers strategic priorities and promotes high performance in a fair and transparent manner.</b>	How does the agency encourage and support high performance in individuals and teams?	<ul style="list-style-type: none"> <li>• Strategic plan</li> <li>• Values statement</li> <li>• Code of conduct</li> <li>• Complaints (internal/external) on performance and conduct</li> <li>• Performance assessment policy and procedures</li> <li>• Alignment between business plan and individual performance expectations</li> <li>• Development and training plan</li> <li>• Staff feedback</li> <li>• Celebration of achievements</li> <li>• Awards and recognition program</li> <li>• Culture survey</li> </ul>
	How does the agency ensure staff performance is linked to strategic, business and team objectives, and statutory obligations?	
	How does the agency ensure its performance management process is meaningful, consistent and timely?	
	How does the agency recognise and celebrate excellent staff performance?	
<b>Poor staff performance is remediated promptly and effectively.</b>	What systems does the agency have to identify, address and document poor staff performance in a timely manner?	<ul style="list-style-type: none"> <li>• Performance assessment policy and procedures</li> <li>• Development and training plan</li> <li>• Substandard performance policy and procedures</li> <li>• Complaints about performance management process</li> <li>• Code of conduct</li> <li>• Integrity framework, policy and procedures</li> </ul>
	How capable and willing are managers to address poor performance?	
	What support does the agency provide to managers to help them manage poor performance?	
	Are the agency's performance processes fair and transparent?	

## Capability: Staff engagement

There is engagement with staff and staff representative groups. Inclusive workplaces are encouraged and the health and wellbeing of staff are maintained.

Practice	Guiding questions	Possible sources of evidence
<b>Sense of belonging and inclusion in the workplace are prioritised and unique experiences capitalised on.</b>	How does the agency create and maintain a safe workplace where individuals can bring their whole selves to work and feel safe in sharing their identity?	<ul style="list-style-type: none"> <li>• Work Health and Safety committee agenda and minutes</li> <li>• Leadership commitment to a safe and healthy workplace</li> <li>• Job descriptions</li> </ul>
	How well do the agency's staff understand the purpose of their agency and how their role contributes to that purpose?	<ul style="list-style-type: none"> <li>• Performance assessment policy and procedures</li> <li>• Grievance policy</li> <li>• Staff support channel and network</li> </ul>
	How well does the agency encourage diverse ideas, cultures and thinking?	<ul style="list-style-type: none"> <li>• Employee assistance program</li> <li>• Staff induction</li> <li>• Inclusion integrated in policies and procedures</li> </ul>
	What opportunities does the agency provide for flexible working and other arrangements that benefit staff, teams and the agency?	<ul style="list-style-type: none"> <li>• Staff perception survey</li> <li>• Working from home and other workplace flexibility policies and opportunities</li> </ul>
	Does the agency articulate the importance of staff inclusion in key documents?	<ul style="list-style-type: none"> <li>• Retention/turnover rate</li> </ul>
<b>Staff experiences are measured and acted on, with results available to staff.</b>	What processes does the agency have to invite and listen to staff experiences, measure engagement and communicate actions?	<ul style="list-style-type: none"> <li>• Employee engagement result</li> <li>• Staff feedback incorporated into change management programs and other business activities</li> </ul>
	Does the agency make staff experience and engagement data accessible to staff?	<ul style="list-style-type: none"> <li>• Communications plan</li> <li>• Intranet including feedback on its effectiveness as a communications tool</li> </ul>
	What approach does the agency take to identify areas of improvement and take action?	



## Capability: Staff engagement

Practice	Guiding questions	Possible sources of evidence
<b>Approach to staff safety encompasses wellbeing, physical safety and mental health; and encourages staff to raise issues in the workplace.</b>	Is the agency committed to safety and how well does it understand safety risks?	<ul style="list-style-type: none"> <li>• WHS policy and procedures</li> <li>• WHS committee terms of reference</li> <li>• WHS committee agenda and minutes</li> <li>• Corporate executive agenda and minutes (last 12 months)</li> <li>• Risk profile</li> <li>• Grievance policy and procedures</li> <li>• Employee assistance program</li> <li>• Employee representative group including union representatives and safety group</li> <li>• Safety representatives</li> <li>• Staff exit interview</li> </ul>
	What channels do the agency's leaders use to promote safety to staff?	
	How does the agency respond to concerns of staff safety and identify opportunities to learn from issues raised?	
	Does the agency have appropriate supports for staff safety that are relevant to the workforce, business context and risks?	
	Does the agency have mechanisms to oversee safety and wellbeing issues?	
<b>Engagement with staff and staff representative groups on issues of importance to them is used to develop solutions to prevent and, where necessary, manage conflicts.</b>	How does the agency engage with staff and staff representative groups?	<ul style="list-style-type: none"> <li>• Joint consultative committee terms of reference, agenda and minutes</li> <li>• Staff representative group including union representatives and safety group (terms of reference, agenda, minutes)</li> <li>• Change management plan</li> <li>• Communications plan including channels</li> <li>• Engagement plan</li> <li>• Integration of feedback into business planning and other activities</li> </ul>
	How well does the agency establish relationships of trust to ensure parties can raise issues and engage in frank and fearless conversations?	
	Does the agency maintain confidentiality and privacy where possible when issues are raised?	
	How well does the agency understand and anticipate the impact of change, and engage early with parties on emerging issues?	
	What approaches does the agency have to work with staff and staff representative groups to develop solutions and mitigation strategies?	



## Resources and risk

The focus of this area is on planning and managing resources to meet current and future demands and challenges, and having strong integrity and risk systems.

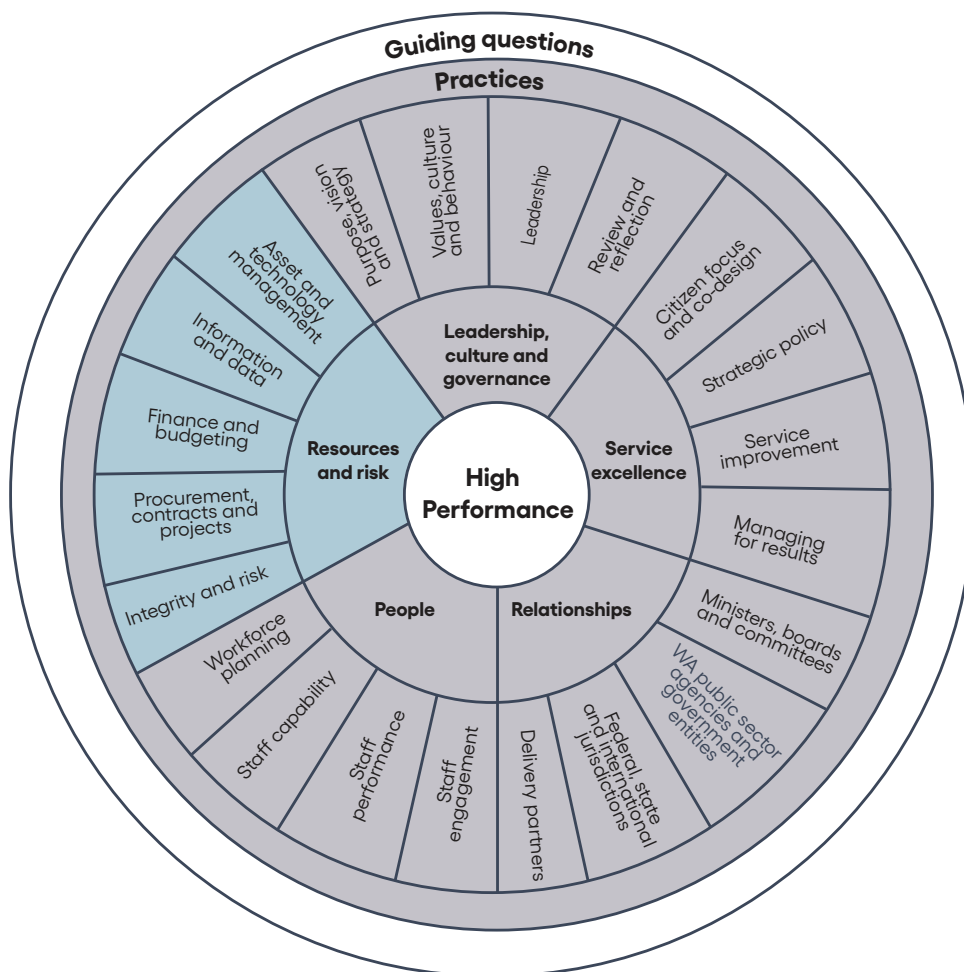
**Capability – Asset and technology management:** The agency plans for and manages its assets over their lifecycle for optimal service delivery and outcomes. Investment proposals articulate benefits to citizens and provide options to deliver value for money.

**Capability – Information and data:** The agency plans for, acquires and recognises the value of using data and information for making decisions and improving performance. Data is protected but widely available, accessible and easy to use.

**Capability – Finance and budgeting:** The agency understands how to work in a constrained fiscal environment and with increased accountability to manage public resources. Financial controls and mechanisms help maintain trust and confidence.

**Capability – Procurement, contracts and projects:** Services are managed with strong governance and accountability in their design, delivery and monitoring. Procurement delivers value for money.

**Capability – Integrity and risk:** Integrity is embedded in all aspects of the agency including governance and administration; systems and controls; culture and attitude; and accountabilities and responses. Both the agency and its staff are responsible for promoting integrity and preventing misconduct, including fraud and corruption.



## Capability: Asset and technology management

The agency plans for and manages its assets over their lifecycle for optimal service delivery and outcomes. Investment proposals articulate benefits to citizens and provide options to deliver value for money.

Practice	Guiding questions	Possible sources of evidence
<b>Strategic planning for assets and technology supports service delivery objectives.</b>	How well does the agency plan for future asset and technology needs based on its strategic objectives?	<ul style="list-style-type: none"> <li>• Strategic asset plan</li> <li>• ICT strategy</li> <li>• Capital investment plan</li> <li>• Policy and guidelines relating to assets and technology</li> <li>• Asset and ICT committee agenda and minutes</li> <li>• Asset management system</li> <li>• Maintenance plan and budget allocation</li> <li>• Asset portfolio structure</li> <li>• Liaison with Office of Digital Government</li> <li>• Service delivery map</li> <li>• Technology service catalogue</li> <li>• Technology demand and capability forecasts</li> </ul>
	How well does the agency understand the factors that may impact the condition and use of its assets and technology base?	
	How well does the agency understand the characteristics and functionality of its assets and technology base?	
	Does the agency have a plan for managing its current asset and technology portfolios from procurement to decommissioning?	
	Does the agency allocate appropriate resources to oversee and manage its assets and technology base?	
	Does the agency have periodic reviews in place to understand the changing technology landscape?	
<b>Asset and technology investment proposals are developed and delivered.</b>	Does the agency establish business needs with options, scope, cost, schedule and risks for potential asset and technology investments?	<ul style="list-style-type: none"> <li>• Strategic asset plan</li> <li>• ICT strategy</li> <li>• Capital investment plan</li> <li>• Business case relating to assets and technology</li> <li>• Asset and ICT committee agenda and minutes</li> <li>• Risk profile relating to assets</li> <li>• Register of assets</li> <li>• Governance and oversight of asset investment</li> </ul>
	How does the agency make evidence based decisions on investing in its assets and technology including acquiring new and upgrading existing assets and technology?	
	How well does the agency plan for the delivery of asset and technology investments?	
	How well does the agency execute the delivery of its asset and technology investments?	

## Capability: Asset and technology management

Practice	Guiding questions	Possible sources of evidence
<b>Assets and technology are managed effectively.</b>	How well does the agency optimise the use of its asset and technology portfolios?	<ul style="list-style-type: none"> <li>• Policies and guidelines relating to assets and technology</li> <li>• Asset register including maintenance and replacement schedules</li> <li>• Asset and technology testing schedule</li> <li>• Asset portfolio structure</li> <li>• Technology portfolio structure</li> <li>• Governance and oversight of assets and technology including review of risk profiles</li> <li>• Cybersecurity testing including penetration and load testing</li> <li>• Australian Cyber Security Centre Controls</li> </ul>
	What systems and processes does the agency have to monitor the condition, performance and use of its assets and technology base?	
	How well does the agency use its systems to manage and achieve optimal performance of its assets and technology, mitigating and managing associated risks including cybersecurity?	
	How does the agency monitor its assets and technology over their lifecycles?	
	How does the agency prioritise maintenance, replacement and upgrades of its assets and technology?	
	How does the agency plan and undertake decommissioning of its assets and technology?	
	How are technology assets sanitised and disposed of securely?	
	How does the agency document its maintenance, replacement, disposal, decommissioning and upgrade decisions for assets and technology?	

## Capability: Information and data

The agency plans for, acquires and recognises the value of using data and information for making decisions and improving performance. Data is protected but widely available, accessible and easy to use.

Practice	Guiding questions	Possible sources of evidence
<b>Information and data are planned, acquired and used as strategic assets.</b>	How well does the agency consider intended purpose and audiences when acquiring and creating information?	<ul style="list-style-type: none"> <li>Agency record keeping plan</li> <li>Policy and framework relevant to information and data including privacy policy</li> </ul>
	How well does the agency use data and information to inform strategic decisions and business planning?	<ul style="list-style-type: none"> <li>Corporate executive agenda and minutes (last 12 months)</li> <li>Record management system including level of use</li> </ul>
	How does the agency ensure it collects reliable and accurate data?	<ul style="list-style-type: none"> <li>Record awareness training and level of completion</li> </ul>
	Does the agency access its data in a timely manner?	<ul style="list-style-type: none"> <li>Freedom of Information manual</li> </ul>
	How does the agency analyse and draw insights from its data and information holdings?	<ul style="list-style-type: none"> <li>Annual publication statement in line with FOI Act</li> <li>Project plan including how data and information inform projects</li> </ul>
	How well does the agency take a continuous improvement approach to data and information?	<ul style="list-style-type: none"> <li>Data dictionary</li> <li>Investment in data analysis and business intelligence</li> </ul>
	How well does the agency use data to improve service delivery?	<ul style="list-style-type: none"> <li>Data collection warehouse/structure</li> <li>Data quality statements</li> <li>Strategic and business plans integrating data</li> <li>Data strategy, policy and plan</li> <li>Data catalogue</li> <li>Level of accessibility of data</li> <li>Data shared with other agencies</li> </ul>

## Capability: Information and data

Practice	Guiding questions	Possible sources of evidence
<b>Information and data are managed ethically including to maintain privacy.</b>	How well does the agency use data and information for their intended purposes?	<ul style="list-style-type: none"> <li>Record keeping plan</li> <li>Data strategy, policy and plan including information security policy, cyber security policy and procedures for data use</li> <li>Record awareness training and level of completion</li> <li>Freedom of Information manual</li> <li>Freedom of Information request and outcomes</li> <li>Annual publication statement document</li> <li>Risk profile relevant to data and information management</li> <li>Data catalogue</li> <li>Data and cyber security reporting</li> <li>Governance and oversight activity relating to data</li> <li>Staff access to information records including unauthorised access</li> <li>Data quality statement</li> <li>Oversight agency (e.g. OAG) report</li> <li>Remote working policy (includes information security)</li> </ul>
	How does the agency store data and information to maintain confidentiality and security?	
	What controls does the agency have to protect data and information?	
	How well does the agency understand the nature of the data and information it holds?	
	How well does the agency respond to claims and complaints about confidentiality, privacy and ethics concerns?	

## Capability: Information and data

Practice	Guiding questions	Possible sources of evidence
<b>Information and data are shared across and beyond government.</b>	How well does the agency approach data and information with an 'open data' mindset?	<ul style="list-style-type: none"> <li>• Sharing arrangement document and agreement</li> </ul>
	How well does the agency deal with data in a whole of government approach and facilitate data catalogues?	<ul style="list-style-type: none"> <li>• Existence of data analysis/ business intelligence function</li> <li>• Data collection warehouse/ structure</li> <li>• Data set</li> </ul>
	How well does the agency share data and information across and beyond government?	<ul style="list-style-type: none"> <li>• Cross-government data working group, terms of reference, meeting agenda and minutes</li> </ul>
	How well does the agency identify opportunities to share data and information to improve services?	<ul style="list-style-type: none"> <li>• Data published to WA.gov.au</li> <li>• Contract with 3rd party relating to management of data</li> </ul>
	What approach does the agency have to ensure there is confidence to share data in the agency and across agencies in a timely manner?	<ul style="list-style-type: none"> <li>• Use of privacy assessment</li> <li>• Data classification policy and procedures</li> <li>• Request for data and data provided to support research and other outcomes</li> </ul>

## Capability: Finance and budgeting

The agency understands how to work in a constrained fiscal environment and with increased accountability to manage public resources. Financial controls and mechanisms help maintain trust and confidence.

Practice	Guiding questions	Possible sources of evidence
<b>Financial planning supports strategic objectives.</b>	To what extent does the agency take into consideration government priorities and strategies in its business planning?	<ul style="list-style-type: none"> <li>Strategic and other business plan including detail about its development</li> <li>Project plan including reference to budget implications and management</li> </ul>
	How well does the agency's budget align to its strategic direction and objectives?	<ul style="list-style-type: none"> <li>Corporate executive agenda and minutes (last 12 months) including budget allocation to business unit expenditure</li> </ul>
	How well does the agency work with stakeholders in establishing its budget?	<ul style="list-style-type: none"> <li>Budget submission</li> </ul>
	How well do the agency's budget submissions reflect agency and government priorities?	<ul style="list-style-type: none"> <li>Agency budget statement (OBM)</li> <li>Financial management policy</li> </ul>
	How well does the agency allocate its budget to support key deliverables?	<ul style="list-style-type: none"> <li>Annual report</li> <li>Oversight agency (e.g. OAG) report</li> <li>Internal budget allocation including decision making</li> </ul>
<b>Financial resources are allocated to maximise the quality and efficiency of deliverables.</b>	How does the agency review the allocation of its resources to meet current and emerging business needs?	<ul style="list-style-type: none"> <li>Environmental scanning and impact to budget</li> <li>Scenario planning and impact to budget</li> </ul>
	How flexible and agile is the agency in allocating resources and reprioritising where necessary to achieve outcomes?	<ul style="list-style-type: none"> <li>Financial management manual</li> <li>Annual report</li> <li>Financial steering committee/ oversight committee agenda and minutes (last 12 months)</li> <li>Corporate executive agenda and minutes (last 12 months) relevant to financial management and reporting</li> <li>Tracking of milestones against budgets</li> <li>System to develop and track expenditure</li> </ul>

## Capability: Finance and budgeting

Practice	Guiding questions	Possible sources of evidence
<b>Use of public funds is transparent and accountable.</b>	Does the agency develop appropriate key performance indicators to measure performance?	<ul style="list-style-type: none"> <li>• KPIs and evidence of review</li> <li>• Client survey</li> <li>• Annual report</li> </ul>
	Does the agency operate in accordance with its signed resource agreement?	<ul style="list-style-type: none"> <li>• Explanation of variances (actuals to budget)</li> <li>• Office of Auditor General opinion</li> </ul>
	Is the annual report tabled on time, contain accurate information and explain variances?	<ul style="list-style-type: none"> <li>• KPIs linked to enabling legislation</li> <li>• Signed agency resource agreement</li> </ul>
	Does the agency receive an unmodified/clean audit opinion?	<ul style="list-style-type: none"> <li>• Financial management manual</li> <li>• Oversight agency (e.g. OAG) report</li> </ul>
	Does the agency operate within its approved budget parameters and not regularly seek supplementary funding?	<ul style="list-style-type: none"> <li>• Annual Report on State Finances Appendix - Expense Limit Outcomes</li> <li>• Parliament tabling record</li> </ul>
	How well does the agency identify, document and report significant issues impacting its spending decisions and budget adjustments?	<ul style="list-style-type: none"> <li>• Request for supplementary funding</li> <li>• Budget paper</li> <li>• Risk profile</li> <li>• Governance and oversight of spending decisions</li> </ul>
<b>Financial controls guard against and detect financial misconduct.</b>	Does the agency maintain and publish its financial management manual?	<ul style="list-style-type: none"> <li>• Financial management manual</li> <li>• Policy and procedures relating to financial management</li> </ul>
	How does the agency authorise expenditure including segregating duties and delegations?	<ul style="list-style-type: none"> <li>• Delegations register</li> <li>• Risk profile including controls, treatments and evidence of review</li> </ul>
	How well does the agency address findings from independent reports and audits?	<ul style="list-style-type: none"> <li>• Internal audit governance structure/committee terms of reference, agenda and minutes including recommendations/ findings (last 12 months)</li> </ul>
	Does the agency have an effective internal audit function including an independent audit committee chair?	<ul style="list-style-type: none"> <li>• Oversight of audit findings and evidence of response</li> </ul>
	What systems and controls does the agency have to guard against and detect financial misconduct?	<ul style="list-style-type: none"> <li>• Oversight agency (e.g. OAG) report</li> <li>• Procurement audit finding</li> </ul>



## Capability: Procurement, contracts and projects

Services are managed with strong governance and accountability in their design, delivery and monitoring. Procurement delivers value for money.

Practice	Guiding questions	Possible sources of evidence
<b>Procurement activities are governed and managed effectively.</b>	How well is the agency's procurement approach aligned to government and strategic priorities?	<ul style="list-style-type: none"> <li>• Procurement strategy</li> <li>• Procurement policy and procedures</li> <li>• Procurement system</li> </ul>
	How well does the agency plan for current and anticipated procurement activities?	<ul style="list-style-type: none"> <li>• Strategic and other business plan</li> <li>• Environmental scanning</li> <li>• Scenario planning</li> </ul>
	How well does the agency analyse the market to assess the impact of various factors on its procurement activities?	<ul style="list-style-type: none"> <li>• Risk profiles relevant to procurement</li> <li>• Procurement training and support</li> <li>• Governance and oversight activities</li> </ul>
	What systems and processes does the agency have to support procurement activities including controls and reporting mechanisms?	<ul style="list-style-type: none"> <li>• Staff information session on procurement</li> <li>• Exemption register</li> <li>• Delegation register</li> <li>• Contracts register</li> </ul>
	How well do the agency's procurement activities demonstrate value for money and deliver intended results?	<ul style="list-style-type: none"> <li>• Oversight agency (e.g. OAG) report</li> <li>• Progress towards Aboriginal procurement target</li> </ul>
	Does the agency comply with Department of Finance procurement requirements including the Aboriginal Procurement Policy, and other government policies such as the Buy Local Policy?	<ul style="list-style-type: none"> <li>• Corporate executive agenda and minutes (last 12 months relevant to reporting of procurement activities)</li> <li>• Tenders WA</li> <li>• Common use arrangement usage</li> <li>• Strategic Forward Procurement Plan</li> </ul>

## Capability: Procurement, contracts and projects

Practice	Guiding questions	Possible sources of evidence
<b>Contracts are governed and managed effectively.</b>	How well does the agency's contract management approach align with Department of Finance requirements?	<ul style="list-style-type: none"> <li>Contract management register</li> <li>Contract management policy and procedures</li> <li>Governance and oversight activities</li> <li>Corporate executive agendas and minutes (last 12 months) relevant to contracts</li> <li>Project agendas and meeting minutes where contracts are in place</li> <li>Project committee, terms of reference, roles and responsibilities, agenda and minutes</li> <li>Authorisation and delegation framework</li> <li>Negotiation log (approach to commercial negotiations) in pursuit of commercial outcomes, claims and disputes; and involvement of key parties</li> <li>Regular review cycle of contracts and activities</li> <li>Risk profile</li> <li>Documented lessons learned relevant to contract management</li> <li>Training and capability building specific to contract management</li> </ul>
	How well do the agency's systems and processes support effective contract management including controls and reporting mechanisms?	
	How effective are the agency's relationships with contract providers?	
	How well do the agency's contract activities achieve intended results?	
	How well does the agency consider, document and formally approve contract variations?	
	How does the agency review and reflect on contracts and associated matters to identify opportunities for improvement?	

## Capability: Procurement, contracts and projects

Practice	Guiding questions	Possible sources of evidence
<b>Projects are governed and managed effectively.</b>	How well do the agency's defined project needs align with government and strategic priorities?	<ul style="list-style-type: none"> <li>• Project management strategy, framework, policy and procedures</li> <li>• Project tool, resources and systems</li> <li>• Governance and oversight activities relating to projects including terms of reference, agenda and minutes</li> <li>• Public report on major projects</li> <li>• Risk profiles including issues, controls and treatment registers</li> <li>• Delegation and approvals register</li> <li>• Investment in capability building for managing projects</li> <li>• Communication plan relating to project delivery</li> </ul>
	How well does the agency consider all options (even those not requiring capital investment) for project delivery including integration with wider sector projects?	
	How well does the agency detail the scope and necessary steps for project delivery and establish measures over the lifecycle of its projects?	
	What governance models and decision making structures does the agency have to oversee its projects?	
	How does the agency review and track progress of its projects including formal evaluation at the conclusion?	
	How well does the agency consult with relevant stakeholders, including the Department of Treasury, in developing business plans and cabinet submissions?	
	What systems and processes does the agency have to support effective project management including control and reporting mechanisms?	
	How well does the agency communicate performance and progress of major programs and projects to stakeholders?	

## Capability: Integrity and risk

Integrity is embedded in all aspects of the agency including governance and administration; systems and controls; culture and attitude; and accountabilities and responses. Both the agency and its staff are responsible for promoting integrity and preventing misconduct, including fraud and corruption.

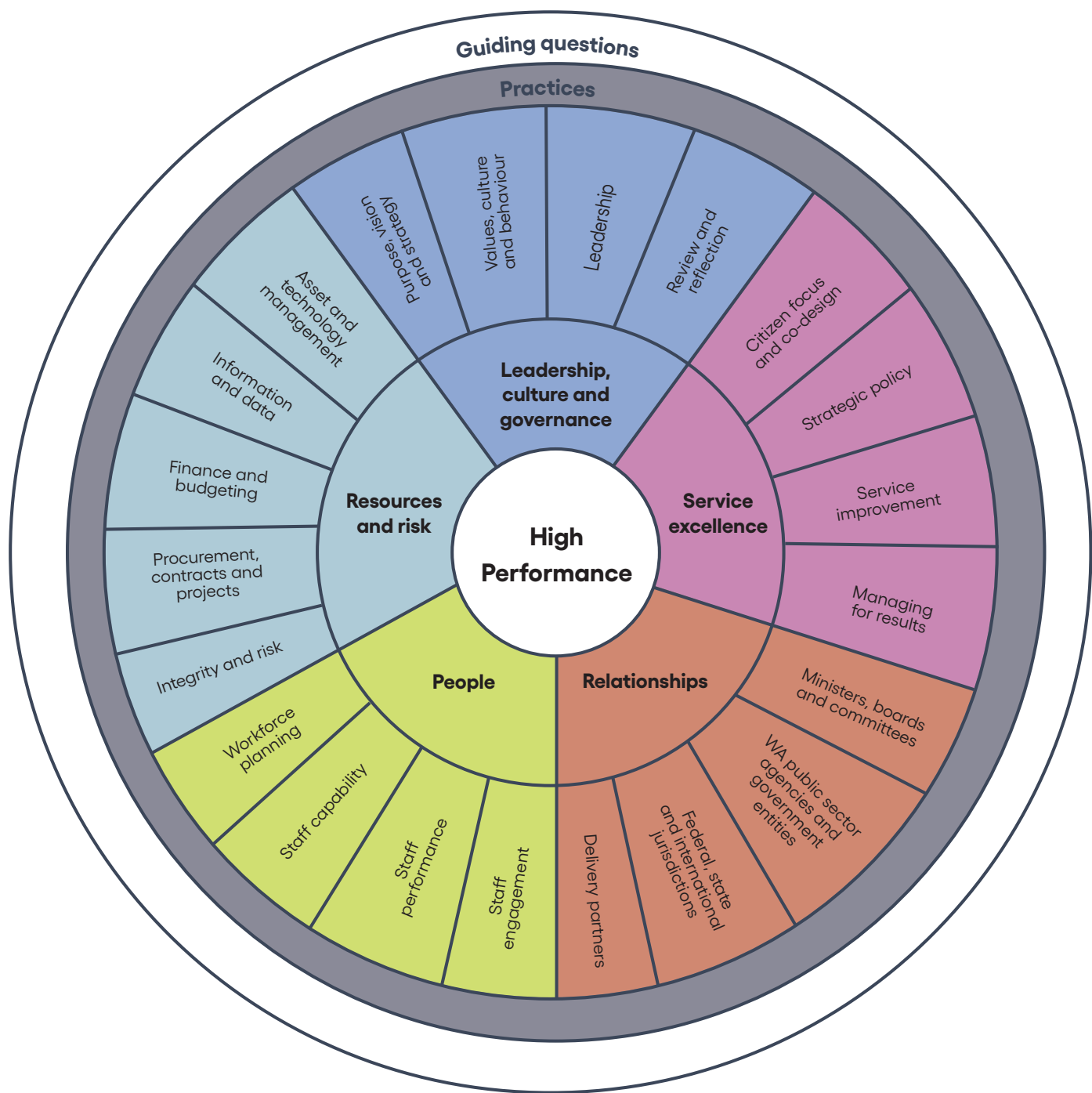
Practice	Guiding questions	Possible sources of evidence
<b>Approach to integrity includes how it is managed, practiced and accounted for.</b>	How well does the agency's approach to integrity align to its strategic and operational objectives?	<ul style="list-style-type: none"> <li>Integrity framework, policy and/or procedures</li> <li>Code of conduct</li> <li>Misconduct policy</li> </ul>
	How well do the agency's leaders demonstrate and promote integrity?	<ul style="list-style-type: none"> <li>Gifts, benefits and hospitality policy and register</li> <li>Integrity education program</li> </ul>
	How does the agency set, promote and reinforce integrity expectations?	<ul style="list-style-type: none"> <li>Reporting system</li> <li>Public interest disclosure (PID) policy and guidelines</li> </ul>
	How effective are the agency's governance structures in providing accountability and oversight of integrity matters?	<ul style="list-style-type: none"> <li>Statement of values</li> <li>Job descriptions</li> <li>Pre-employment screening policy and identified positions of trust</li> </ul>
	How well does the agency review its integrity practices for currency and appropriateness?	<ul style="list-style-type: none"> <li>Fraud and corruption control plan</li> <li>Detection or data analytics program</li> </ul>
	How well does the agency use data and information to identify trends and detect integrity breaches?	<ul style="list-style-type: none"> <li>Accountable and ethical decision making program and other integrity education programs</li> </ul>
	Are reporting channels accessible for all staff and stakeholders?	<ul style="list-style-type: none"> <li>Induction documentation</li> <li>Conflict of interest policy and register</li> </ul>
	How well does the agency ensure staff feel supported to raise matters of integrity?	<ul style="list-style-type: none"> <li>Secondary employment policy and register</li> </ul>
	Are the agency's responses to integrity matters timely and proportionate?	<ul style="list-style-type: none"> <li>Delegation and approvals register</li> <li>Staff perception survey</li> <li>Communications plan that relates to integrity</li> <li>Oversight agency (e.g. OAG) report including implementation of recommendations</li> <li>Risk profile</li> <li>Register tracking the status of integrity matters</li> </ul>

## Capability: Integrity and risk

Practice	Guiding questions	Possible sources of evidence
<b>Approach to integrity includes how it is managed, practiced and accounted for (continued).</b>		<ul style="list-style-type: none"> <li>Corporate executive agenda and minutes (last 12 months) relevant to integrity matters</li> <li>Integrity Framework Maturity Self Assessment and improvement plan</li> <li>Records of formal and planned code of conduct integrity training, including refreshers, for staff and board members</li> </ul>
<b>Risk management identifies, mitigates, manages and reports risks.</b>	How well does the agency understand its strategic and operating environment and establish its risk appetite?	<ul style="list-style-type: none"> <li>Risk management framework, policies and procedures (including fraud risk management policies and procedures)</li> </ul>
	Do the agency and its staff have shared and collective responsibility for risk management that is integrated into decision making and led from the top?	<ul style="list-style-type: none"> <li>Risk register and supporting system</li> <li>Project plan including information on identifying and managing risk</li> <li>Governance and oversight of risk functions</li> </ul>
	How well do the agency's governance structures account for risk management?	<ul style="list-style-type: none"> <li>Audit and risk committee (or similar) terms of reference, roles and responsibilities, agenda and minutes</li> </ul>
	How well does the agency identify and apply controls to mitigate and treat risks?	<ul style="list-style-type: none"> <li>Risk champions</li> <li>Induction documentation</li> </ul>
	How well does the agency review and monitor its risks?	<ul style="list-style-type: none"> <li>Corporate executive agenda and minutes (last 12 months) relevant to risk management</li> </ul>
	What approach does the agency have to review its risk profile and responsiveness to change?	<ul style="list-style-type: none"> <li>Oversight agency (e.g. OAG) report</li> <li>Service level agreement with governing board</li> </ul>
	How is the agency's approach to risk management and oversight reviewed for effectiveness?	

## Capability: Integrity and risk

Practice	Guiding questions	Possible sources of evidence
<b>Internal audit functions are independently governed and contribute to improvement.</b>	Is the agency's internal audit function independent and governed appropriately?	<ul style="list-style-type: none"> <li>Internal audit committee including terms of reference, roles and responsibilities, agenda and minutes, and support provided for them to deliver on their remit</li> <li>System for recording and monitoring findings and recommendations</li> <li>Corporate executive agenda and minutes relating to audit</li> <li>Accountability map identifying legal and external accountability requirements</li> <li>Oversight agency (e.g. OAG) report including implementation of findings and recommendations</li> </ul>
	Do staff have shared and collective responsibility for implementing recommendations of internal and external audits?	
	How well does the agency's internal audit program consider the agency's risks, priorities and operating environment?	
	How well does the agency's internal audit function identify gaps and opportunities for improvement?	
	How does the agency's audit function maintain respectful working relationships with other business areas?	
	Is the agency's internal audit function adequately resourced, and have access to records, staff and physical property relevant to delivering the internal audit program?	
<b>Business continuity is planned for and managed.</b>	How well do the agency's leaders oversee development of the business continuity plan and ensure it is tested in accordance with the agency's risk profile and appetite?	<ul style="list-style-type: none"> <li>Business continuity plan including testing schedule, roles and responsibilities and delegations</li> <li>Disaster recovery planCorporate executive agenda and minutes (last 12 months) relevant to business continuity</li> <li>Risk profile and oversight of risks</li> <li>Environmental scanning</li> <li>Scenario planning</li> <li>Governance and oversight of business continuity activities</li> </ul>
	Is the agency's business continuity plan current and does it consider all predictable risks and impacts to operations?	
	Does the agency's business continuity plan ensure statutory obligations and critical business activities can be delivered?	
	Is the agency's business continuity plan periodically reviewed and tested?	
	Does the agency's business continuity plan include incidence response with delegated authorities, communications and accountability?	





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