

# Detailed assessment of agency capability

This section outlines the rating scale used to assess the department, summarises the department's ratings against each element of the 5 domains assessed, and provides an assessment of the department's capability based on the Capability Review Framework summarised at Appendix B.

## Rating scale and summary of department's ratings

Maturity rating scale	High-level maturity rating description
 <b><i>Emerging</i></b>	Agency mostly demonstrates: <ul style="list-style-type: none"> <li>• Critical weakness in current capability</li> <li>• Critical weakness in its ability to deliver the capability in the short or medium term</li> <li>• No or minimal awareness of capability gaps</li> <li>• No or minimal action underway to address the capability gaps</li> <li>• No or minimal evidence of learning or a focus on continuous improvement</li> </ul>
 <b><i>Developing</i></b>	Agency mostly demonstrates: <ul style="list-style-type: none"> <li>• Weakness or gaps in current capability</li> <li>• Concerns in its ability to deliver future capability</li> <li>• Some current and future capability gaps not clearly identified and forecasting of future capability challenges needs to be improved</li> <li>• Identified weaknesses not systematically addressed</li> <li>• Greater focus on learning and continuous improvement is needed</li> </ul>
 <b><i>Embedded</i></b>	Agency mostly demonstrates: <ul style="list-style-type: none"> <li>• Good current capability</li> <li>• Majority of future capability gaps identified</li> <li>• Activities to improve in areas of current and future capability gaps, and is well placed to continue improving</li> <li>• Majority of business areas have some focus on learning and continuous improvement</li> </ul>
 <b><i>Leading</i></b>	Agency mostly demonstrates: <ul style="list-style-type: none"> <li>• Excellent current capability</li> <li>• Strategic and systematic approach to forecasting future capability challenges and responding accordingly</li> <li>• Plans and undertakes development to meet future and changing needs and conditions</li> <li>• Actively participates in learning and focuses on continuous improvement</li> </ul>

## Leadership and culture

Element	Department's high-level maturity rating	
Purpose, vision and strategy		<i>Developing</i>
Values, culture and behaviour		<i>Developing</i>
Leadership and governance		<i>Developing</i>
Review and evaluation		<i>Emerging</i>
Embodies integrity		<i>Developing</i>

## Collaboration

Element	Department's high-level maturity rating	
Engagement with ministers		<i>Developing</i>
Contribution to the public sector (federal, state/territory, local and international)		<i>Developing</i>
Partnerships and engagement outside the public sector		<i>Developing</i>
Putting people and business at the centre of policy and services		<i>Developing</i>

## Delivery





Element	Department's high-level maturity rating	
User focus and experience		<i>Developing</i>
Strategic policy		<i>Developing</i>
Service delivery and improvement		<i>Developing</i>
Managing for performance and outcomes		<i>Developing</i>
Capability to do the job		<i>Developing</i>



## People

Element	Department's high-level maturity rating	
Strategic workforce planning and development		<i>Developing</i>
Staff performance and capability		<i>Developing</i>
Staff engagement and experience		<i>Embedded</i>
Model employer		<i>Developing</i>

## Resourcing and risk

Element	Department's high-level maturity rating	
Asset (physical and ICT) management		<i>Emerging</i>
Information and data management		<i>Developing</i>
Cyber security		<i>Emerging</i>
Financial management		<i>Developing</i>
Procurement, contract and project/program management		<i>Developing</i>
Risk management		<i>Developing</i>