



Finance People Capability Framework - SES



Lead

Integrity: Create a culture where ethics matter. Lead by example and show integrity by being honest, transparent and accountable. Call out and address behaviour that breaches these values.

Stewardship: Prioritise and endorse solutions that give better outcomes for the Australian people. Show a strong, proactive service ethos, reach out to engage and cooperate with others, and lead this in your teams.

Judgement: Show excellent judgement, along with political and social awareness. Lead masterfully across networks and cultures.

Courage: Make room for genuine debate, raise critical issues and give frank, fearless advice. Start difficult conversations and make tough decisions.

Performance: Create a high-performance culture by inspiring a shared sense of purpose, developing talent, rewarding achievement, setting clear expectations and managing performance issues early. Guide leaders in your reporting chain to also do this.



Collaborate

Negotiation: Lead complex negotiations with highly developed skill and confidence. Anticipate positions, manage conflict and advocate persuasively.

Consultation: Win stakeholder confidence by finding common ground and creating a consultative, relationship-focused culture. Use barriers as stepping stones to deeper understanding.

Inclusion: Create and maintain a culture where all staff value diverse people, ideas and experiences. Treat others with respect through even the most challenging interactions.

Communication: Advocate our position with authority and credibility. Communicate strategically, articulately and influentially.

Insight: Show a highly developed ability to manage relationships. Respond to challenges with emotional control and empathy, stabilising others under pressure.



Achieve

Results: Mobilise people and resources on complex challenges. Take responsibility for achieving high quality, timely outcomes.

Influence: Influence complex and diverse situations with your political awareness, compelling arguments, strong evidence and fit-for-purpose communication.

Accountability: Enable others through timely decisions and turnaround, taking responsibility for outcomes. Delegate to build other leaders' decision-making capability.

Service: Create a client-centric culture that prioritises high quality client service. Set and monitor performance standards and ensure service delivery outcomes are met.

Initiative: Show initiative. Reward staff who show initiative with opportunities and mentorship.



Think

Planning: Look ahead and take a long-term view. Share your knowledge of trends in the wider environment, shape strategy and work well ahead to position us strongly for the future.

Strategy: Handle complex, ambiguous situations with highly developed skill and confidence. Understand big picture issues and systemic as well as local impact.

Innovation: Prioritise creative solutions and solve complex problems to prepare us for the future. Effectively manage short-term impact.

Commercial: Apply your sharp commercial mindset to public sector decisions, creating value-for-money and using staff time strategically. Understand financial data and manage commercial risks.

Analytics: Champion data use. Assess complex data to make strategic decisions and recommendations. Show digital skill by choosing the most compelling means to lead, communicate and deliver.



Learn

Agility: Create an agile workforce by anticipating change and mobilising people in new directions. Lead with a flexible, responsive personal style.

Resilience: Establish a calm and optimistic work culture, maintaining composure and embracing challenges. Work effectively, positively and productively through complex or novel issues.

Mobility: Build a learning culture by consistently improving your own skills. Develop your staff with training, mentoring and on-the-job learning. Find mobility and cross-skilling opportunities internally and between agencies.

Improvement: Create a culture of continuous improvement. Take considered risks and learn from mistakes while streamlining processes and reducing red tape.

Responsiveness: Form a culture of two-way feedback by showing curiosity about people and ideas, providing safe feedback channels, and following up to keep this culture alive.



Know

This incorporates the technical skills, professional qualifications and experience that is required to undertake the job.