



Finance People Capability Framework - APS5



Lead

Integrity: Lead by example and show integrity by being honest, transparent and accountable. Recognise, respond to and report concerns.

Stewardship: Design fit-for-purpose solutions that meet client needs by listening, responding to feedback, prioritising client service and considering the impact of advice and decisions.

Judgement: Show judgement and political awareness. Work effectively across systems and teams.

Courage: Raise critical issues and give considered advice. Challenge constructively.

Performance: Manage moderately complex work effectively with little direction. Supervise projects and people, manage priorities and take on extra work as needed.



Collaborate

Negotiation: Liaise with stakeholders on moderately complex issues. Research alternative positions, prepare well in advance and argue effectively.

Consultation: Actively develop relationships, engaging the right people at the right time. Communicate well and overcome barriers to sharing information.

Inclusion: Seek out diverse views, encourage input, listening and ensuring all voices are heard. Treat others with respect at all times.

Communication: Present with credibility, tailoring your communication to the audience. Show well developed use of structure, logic and Plain English.

Insight: Maintain good working relationships and manage your own emotions. Behave constructively under pressure.



Achieve

Results: Manage people and moderately complex projects. Ensure work is delivered on time and to a high standard.

Influence: Influence outcomes in moderately complex situations with your strong arguments, sound evidence and fit-for-purpose communication.

Accountability: Make timely, effective decisions that show accountability and consider stakeholder impact.

Service: Create positive client experiences by working to service and performance standards. Effectively resolve moderately complex client issues.

Initiative: Show initiative by anticipating needs, finding extra ways to contribute and taking personal responsibility for progressing work.



Think

Planning: Monitor priorities and context, working ahead to identify, communicate and manage risks and opportunities.

Strategy: Understand how your team's work connects with the bigger picture, and communicate this to others.

Innovation: Find creative solutions and solve problems to prepare us for the future. Come up with options for implementation.

Commercial: Use time and resources well to create cost-effective, value-for-money outcomes. Interpret moderately complex financial information accurately.

Analytics: Think critically, interpret moderately complex data accurately, and show well-developed skill on a range of digital platforms.



Learn

Agility: Respond flexibly and constructively to changing organisational needs, and support others to do the same.

Resilience: Maintain composure and stay positive, engaged and productive under pressure or after a setback.

Mobility: Take responsibility for improving your skills. Support staff development with training, mentoring and on-the-job learning. Embrace mobility and cross-skilling opportunities.

Improvement: Learn from your mistakes and help others when mistakes occur. Work with a continuous improvement approach, streamlining processes and reducing red tape.

Responsiveness: Show openness to people and ideas. Share your views with professionalism and tact, and act constructively on feedback.



Know

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