Finance People Capability Framework - **EL2**

Lead

Integrity: 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 strong judgement, along with political and social awareness. Lead well across networks and cultures.

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

Performance: Create high performing teams by 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 well-developed skill and confidence. Anticipate positions, manage conflict and advocate persuasively.

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

Inclusion: Create a workplace culture with fair, inclusive practices and diversity principles. Treat others with respect at all times.

Communication: Promote our position with authority and credibility. Communicate articulately and influentially.

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

Achieve

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

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

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

Service: Drive 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 guidance.

Think

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

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

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

Commercial: Show well-developed financial awareness by creating value-for-money outcomes and using staff time strategically. Understand financial data and identify commercial risks.

Analytics: Promote, understand and evaluate data effectively to make strategic, evidence-based decisions and recommendations. Show digital mastery by choosing the best means to lead, communicate and deliver.

Learn

Agility: Model agility with a flexible, responsive personal style. Deploy skills and resources flexibly to meet changing organisational needs.

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

Mobility: Nurture 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 in the department.

Improvement: Take considered risks, creating a safe environment to learn from mistakes. Drive continuous improvement and work through issues to streamline processes and reduce red tape.

Responsiveness: Develop a culture of two-way feedback by showing curiosity about people and ideas, and providing safe feedback channels.

Know

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