



Australian Government  
Department of Finance

# Department of Finance APS Accounting and Finance Working Group

Capability Framework for  
Accounting and Finance professionals  
in the Australian Public Service



## APS Finance and Accounting Profession

To establish and implement a strong foundation for ongoing collaboration, support and development of finance and accounting professionals within the APS.



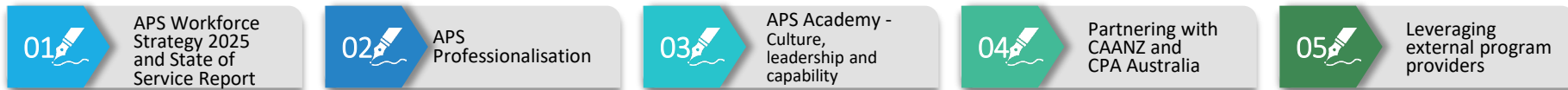
### Critical collaboration pathways



### Intended outcome/s

- Collaboration across the profession
- Shared training and development (where appropriate)
- Talent management
- Broadened pool of applicants
- Shared recruitment, including merit pools
- High performing workforce

### Context



5.1% of staff in the Commonwealth APS identify as 'accounting and finance'.<sup>1</sup>



**Diversity** of staff in the Commonwealth APS ('accounting and finance' job family) 57% identify as female, 11.8% non English speaking background, 2.9% indigenous.<sup>1</sup>



**Locations** 44% in Canberra, 56% other cities and regions.<sup>1</sup>



Many accounting and finance staff are **professionally qualified**, including as a CA or CPA.



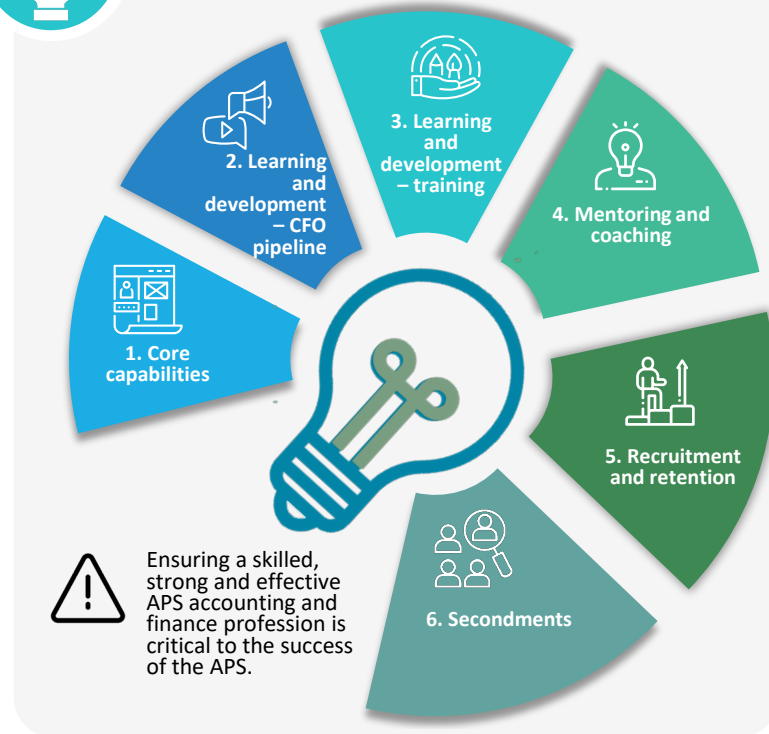
**\$727.7 b assets \$1.5 t liabilities** overseen and managed by the finance and accounting profession.<sup>2</sup>

### APS Accounting and Finance Working Group

The Department of Finance is leading a APS Accounting and Finance Working Group to identify, prioritise and progress areas of initial focus.



### Priorities – 6 areas of initial focus



<sup>1</sup> Source: APS Employment Database June 2021

<sup>2</sup> 2020-21 Final Budget Outcome

Finance and leadership	Shapes and manages strategy	Achieves results	Communicates and influences effectively
<ul style="list-style-type: none"> <li>❖ CA, CPA or equivalent qualification and significant demonstrable expertise and leadership in financial management, or equivalent qualification and experience.</li> <li>❖ Demonstrated ability to lead, influence and oversee the internal and external financial reporting and budget processes within their entity and at a whole-of-government level.</li> <li>❖ Demonstrated ability to lead, influence, and oversee the day-to-day financial management functions of their entity and at a whole-of-government level.</li> <li>❖ Demonstrated understanding and ability to identify risk and apply the legal and regulatory frameworks applicable to their entity.</li> <li>❖ Commitment to personal development, for self and others, and undertaking of appropriate training to remain cognisant of:                             <ul style="list-style-type: none"> <li>• major technical accounting changes</li> <li>• emerging technology that will impact the entity and the entities' operating environment (eg. data management and artificial intelligence)</li> <li>• changes in organisational management practices within the accounting profession or the Australian Public Service (APS).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>❖ Demonstrated ability to influence outcomes at the Board / Executive Committee level, including explaining and distilling complex financial information in a way that is understood by decision makers.</li> <li>❖ Demonstrated understanding of the key drivers of the entity's business, operations and culture, operates as a business partner, and leads by example in how the finance function can positively influence the achievement of the entities objectives.</li> <li>❖ Provides strong stewardship of financial management and good governance, providing leadership to accounting and financial professionals, at an organisational and whole-of-government level.</li> <li>❖ Demonstrated ability and experience in business planning and ability to advise and communicate financial information to influence the strategic direction of the business.</li> <li>❖ Demonstrated leadership contemporary and modern accounting and finance function including in the transition to a digital, data driven, and decentralised workforce.</li> <li>❖ Ability to identify and harness opportunities and manage risks to the entity from emerging changes in technology, the entities' operating environment, legal environment and the accounting and finance profession.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Provides influential advice to the Accountable Authority / Chief Executive on financial sustainability and leads the organisation to achieve the efficient and effective financial management and ongoing financial sustainability.</li> <li>❖ Leads the implementation of appropriate financial management frameworks and risk management within the entity to ensure compliance with the Commonwealth Resource Management framework.</li> <li>❖ Ensures that key stakeholders' (such as ministers, internal committees and the senior executive) needs for financial information and unbiased trustworthy advice are met.</li> <li>❖ Makes sound judgements under pressure, anticipates and manages risk, considers alternative courses of action, devises action plans and advocates new approaches.</li> <li>❖ Provides leadership and oversight of financial procedures and policies and ability to address significant non-compliance and other organisational risks impacting the entity and whole-of-government.</li> <li>❖ Contributes to strong corporate governance and risk management within their entity and at a whole-of-government level.</li> <li>❖ Demonstrated strategic understanding of financial management and analysis systems, options and features.</li> <li>❖ Demonstrated ability to strategically and proactively coach, develop and mentor staff, and manage talent.</li> <li>❖ Structures roles to better meet the interests and priorities of staff to aid in staff retention.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Demonstrated ability to present financial and related information in a way that is persuasive and easily understood by the audience.</li> <li>❖ Demonstrated ability to advise and communicate financial information to influence the strategic direction of the organisation, including to the Chief Executive / Accountable Authority.</li> <li>❖ Builds and maintains a strong network of relationships across the APS and the accounting and finance profession.</li> <li>❖ Actively builds and uses their network to encourage whole of government coordination and collaboration.</li> <li>❖ Demonstrated ability to negotiate effectively to achieve mutually positive outcomes with internal and external stakeholders.</li> <li>❖ Demonstrated ability to advocate effectively with internal and external stakeholders to ensure that new ideas are appropriately considered and the interests of the entity are protected.</li> <li>❖ Communicates and demonstrates to staff their individual and collective value to the organisation and their career pathways in the organisation and APS more broadly.</li> </ul>

<sup>1</sup> To be read and applied in conjunction with the applicable level requirements within the Integrated Leadership System, available at [www.apsc.gov.au](http://www.apsc.gov.au)