



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

01

APS Workforce Strategy 2025 and State of Service Report

02

APS Professionalisation

03

APS Academy - Culture, leadership and capability

04

Partnering with CAANZ and CPA Australia

05

Leveraging external program providers



4.4% of staff in the Commonwealth APS identify as 'accounting and finance'.¹



Diversity of staff in the Commonwealth APS ('accounting and finance' job family) 58.3% identify as female, 28.1% non English speaking background, 2.4% indigenous.¹



Locations 45.3% in Canberra, 54.7% other cities and regions.¹



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



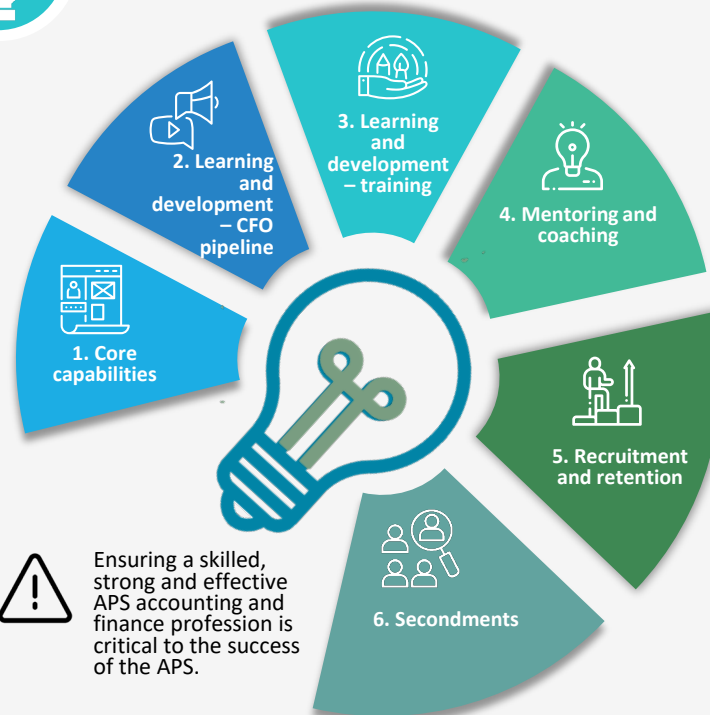
\$852.6b assets \$1.4t liabilities overseen and managed by the finance and accounting profession.²

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



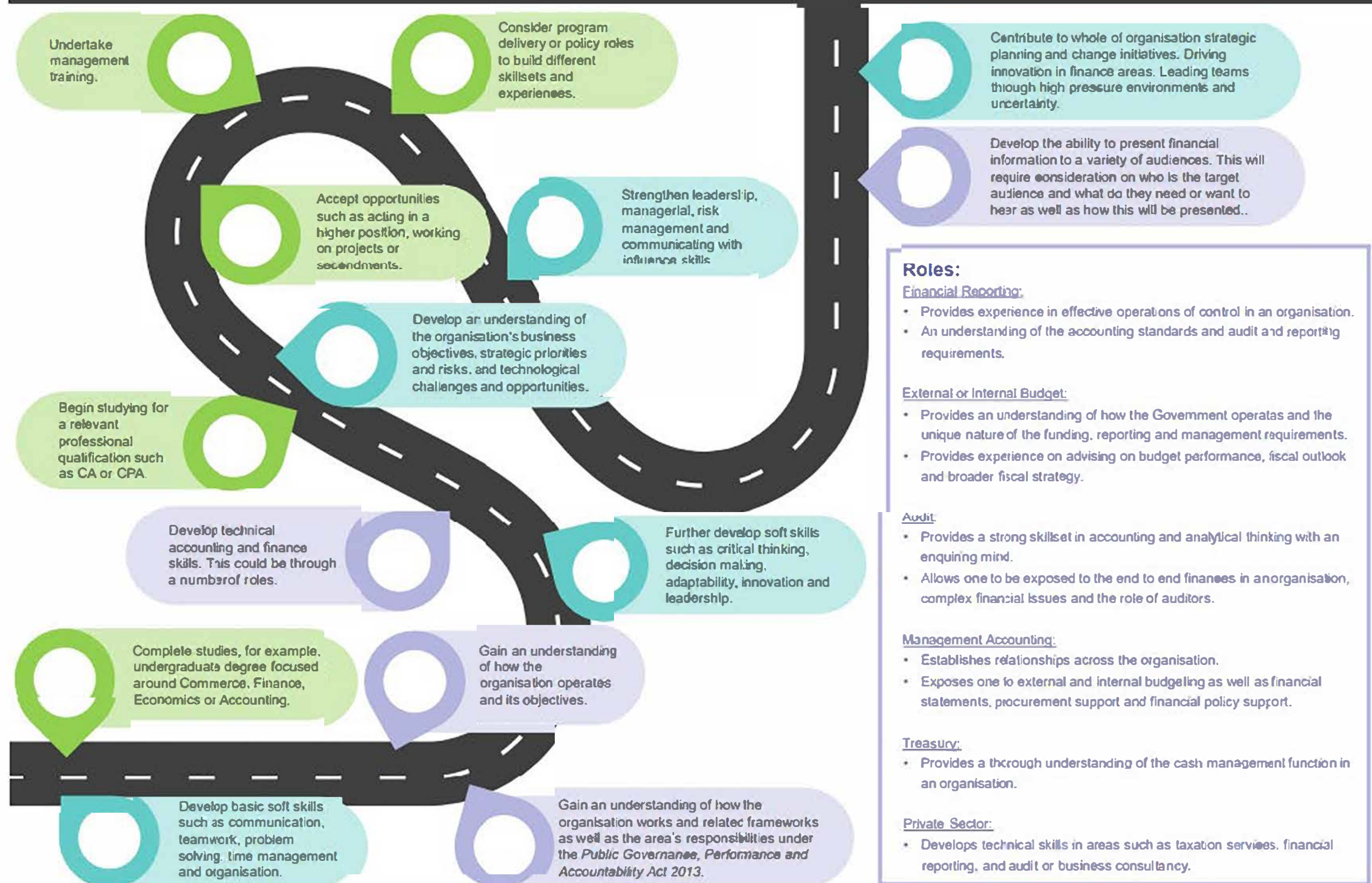
Ensuring a skilled, strong and effective APS accounting and finance profession is critical to the success of the APS.

¹ Source: APS Employment Database June 2024

² 2023-24 Final Budget Outcome

CFO Career Pathway

- Soft Skills
- Technical Skills
- Additional Considerations



Chief Financial Officer of a Commonwealth Entity – Graduate Recruit

Indicative Timeline	Milestone
Prior	Graduate from university with a Bachelor of Commence or equivalent degree.
Year 0	Join a government entity through a Graduate Recruitment Program.
Years 1-3	Develop technical skills in a core area such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Complete professional qualifications (CA Program or CPA Program)
Years 4-5	Develop technical skills in a second core area such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Develop managerial, risk management and soft skills.
Years 6-10	Strengthen leadership, managerial, risk management and soft skills in a number of roles such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Develop an understanding of the organisation's business, strategic priorities and risks, and technological challenges and opportunities. Undertake internal management training or other postgraduate education. Consider a placement in a non-finance role (such as a policy or program role) to broaden skills and experience. Contribute strongly to whole of organisation or corporate planning, change initiatives and major procurements.
Year 11	Commence as Chief Financial Officer.

Chief Financial Officer of a Commonwealth Entity – Intermediate Level Entry

Indicative Timeline	Milestone
Prior	Graduate from university with a Bachelor of Commence or equivalent degree.
Year 0	Join a private sector employer (such as a large accounting firm) through a Graduate Recruitment or other Entry Level Program.
Years 1-3	Develop technical skills working for that employer in an area such as taxation services, financial reporting, and audit or business consultancy. Complete professional qualifications (CA Program or CPA Program).
Years 4-5	Join the Australian Public Service as technical specialist as an APS or Executive Level 1 staff member and develop more technical skills in the APS Context in an area such as financial reporting, budgeting, treasury management or internal management reporting or budgeting.
Years 6-10	Develop managerial and risk management skills in a number roles such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Undertake internal management training or other postgraduate education. Consider a placement in a non-finance role (such as a policy or program role) to broaden skills and experience. Contribute strongly to whole of organisation or corporate change initiatives and major procurements.
Year 11	Commence as Chief Financial Officer.

Indicative Timeline	Milestone
Year 0	Join a government entity, possibly through an entry level program or in an administrative or processing role.
Years 1-2	Develop on the job skills through the processing of accounts or in a policy area. Commence part-time study of a Bachelor of Commerce Degree at university.
Years 3-5	Develop relevant accounting skills as a junior in a core area such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Complete part-time study of a Bachelor of Commerce Degree at university.
Years 6-7	Develop technical skills in a core area such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Complete professional qualifications (CA Program or CPA Program).
Years 8-12	Develop managerial and risk management skills in a number of roles such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Undertake internal management training or other postgraduate education. Consider a placement in a non-finance role (such as a policy or program role) to broaden skills and experience. Contribute strongly to whole of organisation or corporate change initiatives and major procurements.
Year 13+	Commence as Chief Financial Officer.

Chief Financial Officer of a Commonwealth Entity – Non-financial background

Indicative Timeline	Milestone
Prior	Graduate from university with a bachelor degree.
Year 0	Join a government entity through a Graduate Recruitment Program.
Years 1-3	Develop technical skills in a non-financial area such as program delivery, corporate service or information technology and develop relevant skills in that field.
Years 4-5	Continue to develop technical skills in a non-financial area such as program delivery, corporate service or information technology and develop relevant skills while developing managerial, risk management and soft skills in a non-financial area. Undertake internal management training or other postgraduate education.
Years 6-7	Transfer into a financial area and develop technical financial skills such as financial reporting, budgeting, treasury management or internal management reporting or budgeting while further developing managerial and risk management skills Undertake a postgraduate accounting course recognised by the professional accounting bodies.
Years 8-10	Develop technical skills in a second core area such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Strengthen leadership, managerial, risk management and soft skills in a number of roles such as financial reporting, budgeting, treasury management or internal management reporting or budgeting. Develop an understanding of the organisation's business, strategic priorities and risks, and technological challenges and opportunities. Complete professional qualifications (CA Program or CPA Program).
Year 11+	Commence as Chief Financial Officer.