



Finance People Capability Framework - APS6



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 anticipating the impact of advice and decisions.

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

Courage: Raise critical issues and give well-argued advice. Start difficult conversations and challenge constructively.

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



Collaborate

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

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

Inclusion: Support an inclusive work environment by seeking out diverse views, encouraging 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 highly developed use of structure, logic and Plain English.

Insight: Manage relationships and your own emotions effectively. Behave constructively under pressure.



Achieve

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

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

Accountability: Make timely, effective decisions that show accountability and consider stakeholder impact. Support others to do the same.

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

Initiative: Show initiative, and develop staff who show initiative with opportunities and feedback.



Think

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

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

Innovation: Develop 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 complex financial information accurately.

Analytics: Research, analyse and think critically. Use data effectively to make sound, evidence-based recommendations. Show highly developed skill on a range of digital platforms.



Learn

Agility: Adapt your style to people and circumstances. Respond flexibly and constructively to changing organisational needs, and support others to do the same.

Resilience: Maintain composure. Stay positive, engaged and productive under pressure or after a setback, and support others to do this too.

Mobility: Take responsibility for improving your skills. Support staff development with training, mentoring and on-the-job learning. Find 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 well-developed 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.