



Finance People Capability Framework - EL1



Lead

Integrity: Lead by example and show integrity by being honest, transparent and accountable. Recognise, respond to and report breaches of 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 good judgement and political awareness. Work effectively across networks and cultures.

Courage: Raise critical issues and give influential advice. Start difficult conversations and challenge constructively.

Performance: Create a high-performance work environment by developing talent, rewarding achievement, setting clear expectations and managing performance issues early.



Collaborate

Negotiation: Negotiate with skill and confidence, preparing well in advance. Anticipate positions, manage conflict and argue persuasively.

Consultation: Build shared purpose through consultation. Show commitment to relationships, find common ground, and handle issues constructively with a focus on solutions.

Inclusion: Create 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 our position credibly and confidently. Communicate articulately and engagingly.

Insight: Manage relationships effectively. Respond to challenges with emotional control and empathy, behaving constructively under pressure.



Achieve

Results: Manage people and complex projects. Take responsibility for achieving high quality, timely outcomes.

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

Accountability: Make timely, effective decisions that show accountability and consider stakeholder impact. Develop systems to promote accountability and team outcomes.

Service: Lead high quality service delivery. Monitor performance standards and ensure service outcomes are met.

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



Think

Planning: Monitor trends in the environment, planning well ahead to identify, communicate and manage risks and opportunities.

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

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

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

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



Learn

Agility: Adapt your style to people and circumstances. Deploy skills and resources flexibly to meet changing organisational needs.

Resilience: Maintain composure and embrace challenges. Stay positive, engaged and productive under pressure or after a setback, and support others to do the same.

Mobility: Support 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 team.

Improvement: Take considered risks, learning from mistakes and helping others when mistakes occur. Work with a continuous improvement approach, streamlining processes and reducing red tape.

Responsiveness: Support a culture of two-way feedback by showing openness to people and ideas and normalising constructive feedback.



Know

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