

# CAPABILITY FRAMEWORK

FOR GOVERNMENT  
FINANCE PROFESSIONALS



**Te Kāwanatanga o Aotearoa**  
New Zealand Government



Government Finance Profession

# INTRODUCTION

## WHAT IS A CAPABILITY FRAMEWORK?

A capability framework defines the skills, knowledge and behaviours needed to be effective at different levels in an industry or workforce.

## OTHER PUBLIC SECTOR CAPABILITY FRAMEWORKS

### MĀORI CROWN RELATIONS FRAMEWORK

The Public Service Act 2020 section 14 explicitly recognises the role of the Public Service to support the Crown in its relationships with Māori under *Te Tiriti o Waitangi | the Treaty of Waitangi*.

In addition to complying with this Act, government financial professionals are required to build their Māori Crown Relations capabilities and align their work and thinking with the [Māori Crown Relations Capability Framework for the Public Service](#), developed by Te Arawhiti. Specific references to Te Tiriti o Waitangi and te ao and tikanga Māori have been included in the Finance Capability Framework where they are particularly relevant to the capabilities within.

### PUBLIC SECTOR LEADERSHIP FRAMEWORK

Government financial professionals that are in leadership roles should also refer to the [Pūkete Arataki Whaihua | Leadership Success Profile](#), developed by the Leadership Development Centre, Te Kawa Mataaho. Specific references to leadership have been included in the Finance Capability Framework where they are particularly relevant to the capabilities within.

Talk with your manager about other public service capability frameworks that may apply to you and your career path.

## HOW THE CAPABILITIES ARE DESIGNED

Each capability, at each level, is made up of **Knowledge, Skills and Attitudes** (KSAs): what you should 'know', what you should 'do', and what attitudes and behaviours you should display (how you should 'be'). The **'Know - Do - Be'** model has been used as the tool to create this Framework.

Each capability at every level is defined as a combination of these three elements. They often complement each other and seldom stand-alone. The capabilities are presented in two groups: Finance-Specific Capabilities (Group 1) and General Capabilities (Group 2).

The Framework was designed acknowledging that the size, complexity and type of organisation and job deliverables directly impact the capabilities necessary to succeed. Each job role/job family may require a different combination of capabilities. Therefore, the capability definitions are anchored to Knowledge, Skills and Attitudes, rather than to job roles.

This Framework includes capabilities for all Finance professionals across the New Zealand public sector. The Framework is aspirational – it defines what 'good' looks like across the New Zealand public sector for finance professionals.

### MATURITY LEVELS IN THIS FRAMEWORK

This Framework is a **matrix of individual capabilities**, with each capability defined across four levels of maturity: **Fundamental, Practising, Leading and Strategic**. Each capability level builds on the previous one. For instance, it is assumed that someone having a capability at the 'Leading' level, has already attained the same capability at the 'Practising' level. There is no requirement to use all capabilities if not all are relevant.

## WHAT IT IS

The Framework is an anchoring document to support finance professionals and finance people leaders to:

- ✓ self-assess their capabilities (both individuals and teams)
- ✓ build development plans to match future roles and desired career paths across the system
- ✓ create job descriptions and help with sizing roles
- ✓ assist with recruitment (eg, create interview questions based on capabilities required)
- ✓ benchmark and review the level of current and desired capability across the system
- ✓ help to make job descriptions across the system comparable.

## WHAT IT IS NOT

- ✗ mandatory for agencies to adopt
- ✗ creating standard job descriptions for roles across the Public Sector
- ✗ a formal assessment for performance (instead, it is an estimate of one's capabilities with the help of a tool that defines what 'good' looks like)
- ✗ a test with pass/fail with any kind of punitive or reactive consequence (instead, it is a tool to facilitate growth-focused conversations)
- ✗ an attempt to replace current processes of agencies (instead, it is a tool to support agencies in applying their current processes to attract, retain and develop their staff).

For more information, please see [The Finance Capability Framework for Government Finance Professionals](#) or email: [governmentfinanceprofession@treasury.govt.nz](mailto:governmentfinanceprofession@treasury.govt.nz)

# INDIVIDUAL CAPABILITY FRAMEWORK

## FOR FINANCE PROFESSIONALS

LEVEL 4

### STRATEGIC

**KNOW:** Applies their extensive knowledge and experience in innovative ways and is recognised in and outside their organisation in their area of expertise

**DO:** Is highly skilled in leading quality work, involving multiple stakeholder groups

**BE:** Is an exemplar of desired behaviours, can envision and influence positive change in and outside their organisation.

LEVEL 3

### LEADING

**KNOW:** Has extensive knowledge of and experience in their subject

**DO:** Applies this knowledge in their work for a range of tasks from straight forward to complex, and can lead teams and/or coach/mentor others

**BE:** Leads by modelling desired behaviours confidently and questions the status quo for continuous improvement.

LEVEL 2

### PRACTISING

**KNOW:** Has sound knowledge required for their own work and can provide some guidance to others

**DO:** Applies this knowledge in their work quickly, independently and consistently

**BE:** Demonstrates desired behaviours consistently.

LEVEL 1

### FUNDAMENTAL

**KNOW:** Has awareness and knowledge required for their own work

**DO:** Applies this knowledge in their work for straight forward tasks accurately and in a timely manner, may need assistance for complex tasks

**BE:** Demonstrates desired behaviours most of the time and is willing to learn.

LEVEL 1  
FUNDAMENTAL

LEVEL 2  
PRACTISING

LEVEL 3  
LEADING

LEVEL 4  
STRATEGIC



**FINANCIAL PROCESS AND REPORTING**

Understands the importance of the key financial processes and procedures which need to be followed in their own role. Knows where to look and whom to consult for guidance, on less familiar financial processes. Follows relevant processes, using standard applications or software, and improves efficiencies over time. Retains accuracy when completing repetitive processes, or parts of longer processes. Consistently displays integrity, curiosity and a willingness to learn more about financial processes and their purpose. Is aware of different reporting requirements, produces straight forward financial reports and presentations assisted by appropriate tools and templates.

Has sound knowledge of the financial processes which relate to their role, understands how they impact on, and are impacted by, other related processes in their organisation. Develops or maintains processes which are effective, efficient and add value to the customer/stakeholder experience. Identifies changes to financial processes that will create efficiencies across the system. Demonstrates initiative in critically analysing process requirements, impacts and financial benefits. Explains reporting requirements and produces useful financial reports and presentations, in the required format, in time and with accuracy and clarity, following appropriate consultation methods at the required levels. Interprets integrated reports to extract the relevant financial data.

Has extensive knowledge of best-practice finance process methodologies, and understands the systems, governance structures and stakeholders necessary in creating and maintaining effective financial processes. Looks for continuous improvement opportunities, including outside of their own team, or business unit. Is an early adopter of technology which aids process improvement and can positively influence others to adopt new ways of working. Understands the difference between change for development's sake, and change for change's sake, and makes sound decisions based on this. Engages widely, including internal/external audit functions, the wider finance team, and the business, to proactively ensure proper controls operate effectively within processes. Creates excellent financial reports and presentations with robust recommendations, including advice on using technology for automated financial reporting where appropriate.

Has extensive knowledge of current global trends in financial process development and research. Leads process improvement projects inside or outside of their organisation. Champions process improvement in their organisation and in the wider public sector through their research and experience. Demonstrates balance between compliance, and exemplary strategic thinking to create, maintain, and continuously improve financial processes. Always applies a user experience lens over financial processes, manages stakeholder and customer expectations, and develops sustainable and easy-to-implement process solutions. Creates and advises on financial reporting frameworks and governance.



**FINANCIAL CONCEPTS AND STANDARDS**

Has foundational knowledge of key accounting concepts and standards required for their work. Applies those concepts to record transactions (double entry accounting), reconcile ledgers, and interpret basic financial statements accurately. Demonstrates curiosity and motivation to grow their knowledge of financial concepts and standards, through formal, social and on-the-job learning.

Has sound knowledge of accounting concepts and standards, and applies this knowledge in their work consistently and independently. Recognises any instance of incorrect application, understands the need for correction, and takes or recommends corrective action. Maintains the currency of their knowledge of financial concepts, and standards through appropriate professional development.

Has extensive knowledge of accounting concepts including those specific to the New Zealand Government. Coaches and mentors others, providing direction and recommendations on interpreting accounting concepts and standards to ensure their organisation is compliant with financial standards. Leads and contributes their knowledge to public sector (ie, intra- or inter-agency) initiatives. Proactively grows their technical knowledge through research, shared learning, and application.

Applies their extensive knowledge of how accounting standards and concepts impact on the government at the macro level. Is up to date with global trends in Financial Standards and contributes to the development or updating of national and international financial standards, including the New Zealand Accounting Standards through working groups, finance professionals' forums and other channels.

LEVEL 1  
**FUNDAMENTAL**

LEVEL 2  
**PRACTISING**

LEVEL 3  
**LEADING**

LEVEL 4  
**STRATEGIC**



**POLICY AND COMPLIANCE**

Knows where to find key corporate operational policies required for their own work and understands their importance for internal control purposes. Applies their understanding of key operational policies and complies with them. May need some guidance to interpret more complex financial policies and to apply them in the right context. Is accurate and conscientious in their policy-related work, applies core ethical principles and consistently displays a willingness to learn more.

Has sound knowledge of all key financial policies relevant to their role and knows when to consider other corporate operational policies and how to apply them. Interprets financial policies correctly and applies this knowledge in their work independently and consistently. Uses good reviewing skills to identify policy application errors and takes or initiates corrective actions as soon as possible. Assists with conducting compliance audits when requested, applying core ethical principles of integrity, transparency, and professionalism in the process.

Has extensive knowledge of all financial policies and related internal controls and recognises how to address issues of non-compliance across their organisation. Trains and coaches others, providing direction on interpreting and applying financial policies. Prevents errors from occurring by ensuring good processes and training are in place. Contributes to the drafting, development, implementation and monitoring of financial policies, seeking answers actively and objectively. Demonstrates core ethical principles, courage and honest curiosity in questioning the status quo when required.

Applies their extensive experience in developing, monitoring, and enforcing financial policies to improve internal controls and to ensure compliance with accounting standards and legislation. Advocates for financial policy compliance at a senior level inside or outside their organisation by explaining convincingly the rationale behind it. Is up to date with global trends in internal controls and compliance. Leads by example and inspires others to produce high-quality work related to all aspects of financial policies. Demonstrates courage to challenge non-compliance regardless of the level of seniority of those involved and creates a convincing case for positive change. Creates an environment where it is safe for individuals to apply core ethical principles of integrity, transparency, and professionalism in their work.



**FINANCIAL SYSTEMS**

Has foundational knowledge of financial systems used in their organisation. Has a good understanding of how to use the systems required for their own role and how the systems fit with one another. Navigates through a new system on a trial-and-error basis, developing to intuitive navigation. Consistently displays integrity, curiosity, and a willingness to learn more about financial systems and their functions. Uses audit trails when analysing issues.

Has sound knowledge of financial systems used in their organisation. Resolves common issues with systems, identifies mitigation opportunities and can maintain and update elements of a system. Critically analyses system processes and functions, and solves common problems to meet the users' needs.

Has extensive knowledge of the financial systems used in their organisation. Identifies issues quickly and accurately, and solves complex problems to provide an improved user experience. Provides training or guidance to others in working through these issues and elements. Advises on how to get the most out of systems, as per the business requirements. Looks for system automation opportunities, utilising a system's capability to its fullest, while ensuring that it produces reliable results/data. Confidently creates and presents well-reasoned cases for system introduction, change or integration to the appropriate audience. Manages the implementation of new features, upgrades and integrations.

Applies their extensive knowledge of financial systems to identify integration opportunities. Is recognised as a thought leader on any org-wide system (integration) projects. Is up to date on global trends for financial systems. Presents credible and compelling business cases for system changes. Provides governance oversight and direction to system change implementation, both in their organisation and across the public sector. Demonstrates a holistic approach to systems maintenance, development, and investment, and engages appropriately and proactively with all stakeholders, internally and externally.

LEVEL 1  
**FUNDAMENTAL**

LEVEL 2  
**PRACTISING**

LEVEL 3  
**LEADING**

LEVEL 4  
**STRATEGIC**



**DATA ANALYSIS AND INSIGHT**

Knows the importance of gathering accurate data and information for finance functions. Has basic knowledge of data analysis processes and tools. Identifies major financial data sources, both qualitative and quantitative, required for their own work. Gathers basic data sets for financial analysis and can form a general picture. Performs data analysis and provides variance analysis at a basic level. Creates reports, and makes recommendations on straight forward data analysis. Has a growth mindset, and is willing to learn new tools, methods, and skills.

Has sound knowledge of financial data sources and data analysis processes and tools. Aggregates and analyses data correctly, drawing evidence-based insights and presenting them clearly to stakeholders. Proactively collects and analyses data from diverse sources to form insights into trends and financial performance. Weighs options objectively and completes scenario analysis to identify risks and benefits of each scenario. Extracts relevant information using open and closed questions as appropriate, and forms financial insights in the context of business priorities. Develops and interprets well-structured data analysis models that can be used by others. Demonstrates objective curiosity and a bias-free mindset in analysing data.

Has extensive knowledge of financial data sources and multiple data analysis processes and tools. Chooses the most appropriate process or tool for every piece of work. Considers how data is organised and categorised to enable advanced and sophisticated analysis, and strategic decision making. Demonstrates excellent analytical thinking to bring clarity to a range of financial data. Sense checks the data and its analysis, integrates the human perspective, and is aware of the limitations of data and analytics. Coaches and mentors others and empowers coaches and mentees to make quality data decisions. Uses financial analysis tools, techniques, and algorithms to analyse complex data and visualise results in multiple formats as required, and tailors presentations to their audience. Investigates, interprets, and constructs complex financial data models. Provides practice leadership in financial data analysis in their own organisation.

Demonstrates excellent strategic thinking when analysing data by using current financial data and information, and making sound inferences on possible future financial impacts or results. Confidently navigates data ambiguity to make courageous decisions. Maximises data reliability and validity. Thinks outside the box to make innovative, value-add recommendations which are also practical to implement. Leads an organisation in sophisticated data management and governance in pursuing strategic objectives – this includes creating data digital strategy, using data for straight through and frictionless processing, Artificial Intelligence, and machine learning. Designs data capture structures to enable future system needs.



**MACHINERY OF GOVERNMENT**

Has foundational knowledge of how the New Zealand Government works, with specific reference to the structure and financial cycles of government. Identifies and contributes to the key financial components/documents that are required for their own work. Is aware of the importance of related legislation and regulations related to their role and organisation. Identifies gaps in their own knowledge, and knows who to consult and where to look to fill those gaps.

Has sound knowledge of the machinery of government, including the financial components and timeframes that make up the cycles within. Identifies and contributes to all financial components/documents that are required for their work and provides overall guidance to others. Has a good understanding of legislation, and regulation related to their role and organisation.

Has extensive knowledge of the machinery of government, including all financial components and timeframes. Confidently explains the rationale behind taking appropriate financial actions in their own role, including the impact of those actions on the wider public sector. Leads the financial components/documents/processes that are required for the financial cycles within government. Coaches/mentors others to grow their knowledge. Has extensive knowledge of finance legislation and regulation, advising senior management of legislative requirements, and helping to ensure compliance.

Applies their extensive knowledge of the machinery of government in their capacity as a finance professional. Influences decision making and decision makers, and interacts with a wide range of stakeholders within and outside of government eg, Chief Executives and Ministers. Is up to date on current global trends in machinery of government, and public sector financial management. Drives reforms to enable improvements in public sector financial policy, legislation, and regulation.

LEVEL 1  
**FUNDAMENTAL**

LEVEL 2  
**PRACTISING**

LEVEL 3  
**LEADING**

LEVEL 4  
**STRATEGIC**



**JUDGEMENT AND ADVICE**

Utilises critical thinking to solve straight forward problems facing them and their team. Undertakes analysis of the available financial facts, evidence, observations and arguments to form a judgement and provide advice as a result.

Utilises critical thinking to solve difficult problems facing their team and stakeholders. Researches and asks appropriate questions to find additional financial information from external and internal stakeholders. Interrogates all data and information to determine its relevance, applying it to provide a solution and advice that addresses the key problem.

Utilises developed critical thinking to solve complex problems quickly. Collects and synthesises complex financial and non-financial data from their organisation, and across their sector. Considers and analyses multiple options, to identify the best solution to meet the problem facing the organisation. Makes strategically sound decisions, and provides coherent advice to organisation leaders, and key stakeholders that includes the implications for their organisation.

Utilises advanced critical thinking to solve multi-faceted, system-wide problems that are facing the Government and its agencies. Considers, validates, and synthesises multiple, conflicting data sources into a coherent and considered position after utilising alternative systems of thought and worldviews. Understands and explains detailed implications of multiple solutions to ensure that they are understood. Ensures that their strategic advice to Ministers, the Government, Treaty partners and other stakeholders is consistently based on an optimised approach across the whole system.



**RISK MANAGEMENT**

Has some knowledge of financial risk management principles, and understands the approach to managing and monitoring internal controls, and understands the risk of negative outcomes. Ensures compliance with financial risk management measures in less complex situations. Maintains risk documentation and reporting for their own tasks. Identifies sources of financial and compliance risk. Participates in activities associated with defining and clarifying issues of risk management, and shows a willingness to learn more.

Has a good working knowledge of financial risk management processes and frameworks, to ensure compliance within their work area. Implements or supports the implementation of procedures to measure and assess risk-based financial controls. Undertakes some risk analysis to identify and assesses the impact and likelihood of specific risks related to their work, and escalates issues following the recommended process when needed. Advises and supports their peers and customers on mitigating financial risk in their work areas. Is diligent and conscientious in their approach to financial risk management and encourages others to follow good financial risk management practices.

Has excellent knowledge of risk management processes and frameworks. Develops and carries out ongoing improvements to financial risk management practices/frameworks. Ensures strong financial risk management measures are monitored and evaluated regularly. Works with internal and external auditors and stakeholders to monitor and drive continuous improvement to comply with the overall risk management framework. Reviews the internal and external environment to monitor the risk exposure of finance activities. Identifies and assesses the financial impact and likelihood of specific risks related to their organisation. Prioritises risks across teams and projects/programmes. Provides training and advice on how to assess and mitigate financial risks to all levels of staff across the organisation. Enables others in the organisation to feel comfortable to share financial risk concerns.

Drives reform to improve financial risk management across the public sector and works with related leaders across the sector to address risk issues. Interprets the broader business environment, which balances risk mitigation with achievement of the optimum financial position for the organisation in the longer term. Provides expert advice and recommendations, to assist organisational leadership to develop and implement financial risk management plans and strategies across the organisation. Is up to date with global trends in risk management. Takes ownership of their organisation's financial management risk addressing all financial risk management issues that have been escalated to them with or without external support. Consistently demonstrates courage to challenge status quo across the wider financial sector. Leads by example and inspires others to highlight and address financial risks.



## LEVEL 1 FUNDAMENTAL

## LEVEL 2 PRACTISING

## LEVEL 3 LEADING

## LEVEL 4 STRATEGIC



### STAKEHOLDER MANAGEMENT & COMMUNICATION

Identifies key internal and external customers and stakeholders for their own team/business unit and can identify their needs through active and empathetic listening. Communicates regularly with their stakeholders to build and maintain collaborative relationships with them. Provides honest perspectives and timely and accurate financial information to stakeholders to lay the foundation for becoming a trusted finance professional. Identifies when there are workload priority issues and seeks advice on how to manage.

Establishes and builds internal relationships required for their role. Communicates financial information succinctly and logically to appropriate stakeholders and customers, tailoring it to need their audience's need. Is equally comfortable collaborating and communicating in face-to-face and digital environments. Manages potentially difficult situations effectively. Provides information and shares ideas proactively to build their reputation as a trusted finance professional. Addresses workload priority issues and communicates the outcomes of decisions to stakeholders in most situations.

Establishes external relationships and leverages internal and external relationships for their organisation. Communicates a range of straight forward to complex information effectively. Interprets verbal and non-verbal communication cues effectively and tailors their own communication accordingly. Keeps in mind the 'What's-in-it-for-me' for customers and stakeholders, across all cultures, genders, ages, ethnicities and disabilities. Participates in projects, initiatives and attracts strategically and operationally important relationships through personal and professional networks. Navigates conflict effectively and has a positive influence on people. Coaches and mentors others, to grow into effective communicators using a variety of technology and media. Makes difficult workload priority trade-off decisions and communicates the outcomes to all stakeholders.

Prioritises and enhances key domestic, international and political relationships. Is an experienced communicator, both verbally and written. Creates a powerful value proposition for customers and all other stakeholders. Negotiates at senior levels, through anticipating and managing challenges and complexities. Continuously scans the environment to initiate and develop strategic partnerships for their organisation and sector. Represents their organisation in a way that enhances Ministerial and public confidence. Develops forward looking workload plans to reduce workload priority issues and negotiates workload requirements with internal and external stakeholders.

## LEVEL 1 FUNDAMENTAL

## LEVEL 2 PRACTISING

## LEVEL 3 LEADING

## LEVEL 4 STRATEGIC



### DEVELOPING A POSITIVE CULTURE

Has awareness of their organisation's outcomes and connect their work to these principles with some guidance, most of the time. Understands the value of building a diverse, inclusive and mutually respectful culture in their workplace, and is committed to contribute to it. Welcomes diversity of thought and perspectives. Knows what unconscious biases are, is able to identify their own major unconscious biases and attempts to mitigate them. Has a broad understanding of the history and importance of Te Tiriti o Waitangi for a public sector employee in New Zealand. Consistently displays respect for different cultural norms, concepts, beliefs, traditions and practices, including Te ao and tikanga Māori, and is willing to learn more.

Has sound knowledge of their organisation's outcomes and can use these to frame their own and/or their team's work. Contributes actively to build a positive, inclusive and productive culture in their team and business unit. Regularly reflects on their own unconscious biases and works actively towards mitigating them in specific tasks. Values contributions from a diverse range of people, demonstrating a growth mindset by examining these objectively and positively. Has sound knowledge of the history of Te Tiriti o Waitangi, from both Māori and Tauīwi perspectives, and some understanding of the obligations of the Crown under Te Tiriti. Can apply this in their own work, seeking specialist assistance when required.

Has comprehensive knowledge of their organisation's outcomes and applies this to their work to make strategy-driven decisions. Enables people of different thoughts, cultures, ethnicities, religions, genders, ages, and disabilities to work together effectively by giving them a sense of common purpose. Coaches/mentors others in mitigating unconscious biases and demonstrating culturally sensitive behaviour. Leads by example in creating or contributing to a positive, inclusive and culturally safe working environment. Applies the Te Tiriti o Waitangi Articles and principles in their own/their team's work and to guide others to the appropriate learning and resources. When acting in an advisory capacity, considers Te ao Māori and the worldviews of other cultures represented in New Zealand, as and when appropriate, by consulting the appropriate authority.

Drives the design of inclusive workplace systems, policies and practices that enable all individuals to contribute to their fullest ability, and for their organisation to fully benefit from diversity in every form. Drives high people engagement in their organisation. Contributes to creating a good Employer Value Proposition for their organisation as a positive workplace. Influences others in their organisation, or in the wider sector, to think in a bias-free, objective, empathetic and inclusive manner. Has sound understanding of the obligations of the Crown under Te Tiriti o Waitangi, and consistently uses this understanding to inform their relationship building and decision-making. Draws upon Te ao Māori, Mātauranga Māori and the worldview of other cultures, wherever applicable, to enrich their work.



### LEADERSHIP & DEVELOPMENT

Takes opportunities to learn and demonstrates appropriate initiative in their work. Recognises and responds to straight forward problems in their immediate situational work and incorporates lessons learned into their future work. Faces difficult issues or setbacks as opportunities to learn and grow, demonstrates flexibility of thought and is willing to explore newer ways of doing things. Makes effective decisions when faced with competing demands. Manages their own resilience in the face of change by recognising signs of stress in themselves and seeking appropriate support.

Makes effective decisions in their work and can explain the rationale behind their decision. Shares information and context with the appropriate stakeholders and colleagues to improve shared understanding. Plans for and deals effectively with setbacks. Is committed to continuous improvement. Accounts for interdependencies in financial planning and delivery. Contributes to the development of the team's skills and abilities necessary to support their area's finance processes and functions by sharing their own knowledge and experience.

Makes sound and defensible decisions in complex and ambiguous situations. Considers diverse perspectives and demonstrates flexibility of thought in navigating complexity. Prioritises work effectively to deliver sustainable and integrated outcomes. Makes plans and takes actions to reflect their long-term focus without compromising on short-term outputs. Clearly communicates the purpose of necessary change and the required outcomes, explaining the benefits for the team and organisation. Builds and contributes to an effective team. Clearly articulates the roles, financial responsibilities, and indicators of success for themselves and others.

Develops a vision and long-term strategic plan to ensure sustainable outcomes. Solves problems and facilitate interactions in fast-changing and complex environments. Reflects strategic and enterprise priorities in effective decision making. Demonstrates intellectual rigour and exceptional political nous when navigating the organisation's, government's, or the financial sector's complexity. Leads and influences others in and outside of their organisation through personal credibility, confidence and mutual respect. Creates and champions strategies for mentoring, coaching or learning that successfully improve individual, team and organisational financial performance.

# GLOSSARY

The following definitions apply when interpreting this Capability Framework.

TERM	DEFINITION	TERM	DEFINITION	TERM	DEFINITION
<b>Artificial Intelligence (AI)</b>	Intelligence demonstrated by machines, as opposed to the natural intelligence displayed by animals and humans. AI research has been defined as the field of study of intelligent agents, which refers to any system that perceives its environment and takes actions that maximise its chance of achieving its goals.  <small>Source: Wikipedia.</small>	<b>Machine Learning</b>	A field of inquiry devoted to understanding and building methods that 'learn', that is, methods that leverage data to improve performance on some set of tasks. It is seen as a part of Artificial Intelligence (AI) ... Machine learning algorithms are used in a wide variety of applications, such as in medicine, email filtering, speech recognition, and computer vision, where it is difficult or unfeasible to develop conventional algorithms to perform the needed tasks.  <small>Source: Wikipedia.</small>	<b>Stakeholders</b>	Stakeholders are those people, teams and organisations that have an interest in the work we do and/or are impacted by our work, for example: <ul style="list-style-type: none"> <li>• Ministers, Chief Executives and/or Board Chairpersons</li> <li>• Cost Centre Managers and their staff</li> <li>• Organisation business and corporate teams</li> <li>• Central agencies teams and leaders</li> <li>• Leaders from other organisations and professions</li> <li>• Treaty partners</li> <li>• Suppliers.</li> </ul>
<b>Capability – Individual</b>	A combination of Knowledge, Skills and Attitudes (Know-Do-Be's) which enable an individual employee to perform well in their role. All three elements (Knowledge, Skills and Attitudes) need to be present in a 'capability' to make it complete. In real situations, multiple capabilities work together to result in good performance.	<b>Mātauranga Māori</b>	This encompasses all branches of Māori knowledge, past, present, and still developing. It includes a whole range of subjects that are familiar in our world today, such as philosophy, agriculture, astronomy, education etc. Each day this pool of knowledge expands through research, evidence, and continual discussion/debate. However, Mātauranga Māori is not so much an archive of information, or a repository of knowledge. Rather, it is a tool for critical thinking, organizing information and considering the ethics and tapu of knowledge, informing us about our work, our world, and our place in it.  <small>Source: Tikanga Māori: Living by Māori Values (Revised Edition) by Professor Hirini Moko Mead (2016).</small>	<b>Tauiwi</b>	Non-Māori.
<b>Capability Framework</b>	A matrix of capabilities defined across multiple maturity levels.	<b>On-the-job Learning</b>	Learning from experience and/or applying one's theoretical knowledge on the job. This is the biggest component of workplace learning and is used to effectively embed formal and informal learning. Examples of on-the-job/Experiential Learning include shadowing, monitoring and feedback, on-the-job practice and coaching, projects and special assignments, secondments, action learning and problem solving etc.	<b>Te ao Māori</b>	The Māori worldview.
<b>Government Finance Professional</b>	Any person, working in any level of the finance function of a government organisation, for example a Department/Ministry, Crown entity or other organisation that is consolidated into the financial statements of the Government.			<b>Tikanga Māori</b>	The correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol – the customary system of values and practices (for the Māori) that have developed over time and are deeply embedded in the social context.  <small>Source: Te Aka – Māori dictionary.</small>
<b>Growth Mindset</b>	A term coined by the American psychologist Carol Dweck. Individuals with a 'growth mindset' believe their capabilities can be enhanced by their own effort and learning from others. They tend to achieve more than those with a 'fixed mindset' – people who believe their capabilities are innate gifts and cannot be improved, and therefore resist learning and new experiences.			<b>Unconscious Bias</b>	Unconscious bias are thoughts or feelings we are not directly aware of that influence our judgement. They are the attitudes and stereotypes that affect our views, our actions and our decision-making ability, which we've unconsciously created from our own background and experiences.