



HOW THE CAPABILITY FRAMEWORK CAN BE USED

This guide is intended to demonstrate how a range of finance professionals might apply the framework. Use of the framework itself is not limited to these examples, and the descriptions are not anchored to roles. The people featured in this guide are ‘personas’ only – to illustrate how the framework could be applied.

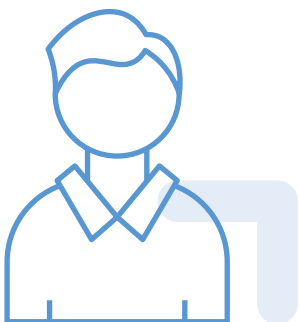


LI FINANCE GRADUATE

After completing the Public Sector Finance Graduate Programme, I had gained some great experience across several roles in different agencies. When I first came across the Finance Capability Framework (FCF), I used it to assess what capabilities I had then, at the beginning of my professional journey. It also helped me with considering further capabilities I wanted to develop, for the type of future roles I wanted to pursue.

By using the FCF, I found it easy to write my job application letters. Roles’ job descriptions referred to the different levels and attributes of capabilities required, and the FCF gave me the confidence to apply for some roles that I might not have otherwise considered.

When it came to the job interviews, thanks to the FCF I found it easier to answer questions based on the different capabilities required. It helped me with preparing real-life examples of the knowledge, skills, and behaviours (Know-Do-Be) that I had – and with expressing where I would like to develop in a potential new role.



FINN FINANCE PROFESSIONAL

Five years after finishing my degree, gaining my professional accounting-body qualifications, and working in several roles in one agency, I felt like I needed a change – but was unsure of the direction in which I wanted to go.

It was time to update my Professional Development Plan, so this time I thought I would think about a longer-term career plan. The FCF helped me with clarifying where my current capabilities were at.

I discussed a few career options with my manager, who helped me think about my long-term plan. We used the FCF to work out the capabilities I needed to achieve my five-year plan, and discussed different ways of meeting my goals.

Now I am on a secondment to another agency – in a different role. I’ve engaged a mentor and enrolled in some training courses, all of which will help me with advancing the next steps of my career development.



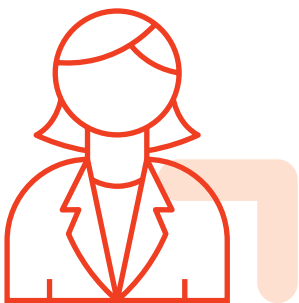
ISHIR FINANCE MANAGER

I had always found the hiring process to be quite time consuming. I felt I needed some helpful guidance for writing job descriptions (and job advertisements too), and for developing questions to ask at interviews.

Since using the FCF, I've found the process to be much quicker and easier. I draw on the FCF descriptors to develop job descriptions, and can now more easily include key required capabilities in the advertisements. Using the FCF as a guiding tool, for recruiting new people, has also brought a welcome consistency of capability across my team.

As each capability at every level in the FCF includes the knowledge, skills, and behaviours (Know-Do-Be), it is now easier for me to frame interview questions that can tease out whether a candidate would be a good fit for a role. The FCF brings into focus the behavioural aspect of each capability, ensuring that in interviews I include behavioural traits, as well as knowledge and skills.

Using the FCF for developing job descriptions has also helped with consistently attracting more applicants at the right levels for the roles. As many public service agencies are including the FCF matrix of capabilities and levels – in job descriptions and development plans – finance professionals across the sector better understand the roles that are being advertised, and how suited they may be to the roles that are available.



MARAMA SENIOR FINANCE LEADER

As a senior finance leader with several managers reporting to me, I am responsible for our finance teams' workforce strategy. I have found the FCF helpful to mapping out the blend of capabilities (at different levels) that our finance teams need to meet the high standards of delivery required of us.

Drawing on the FCF, I asked each of my finance managers to map out where their teams' levels of current capabilities were. We then got together to discuss where our capability gaps were, and how we were going to address these.

This process also helped us with considering whether we had the right number of roles, at the right levels, the consequence of which was a beneficial job resizing exercise with our agency's HR partners.

The ability to refer to a capability framework, designed specifically for the New Zealand government's finance profession, has also helped with my confidence in preparing a workforce strategy that would meet the expectations we had set.

As similar-sized agencies have also been using the FCF, I've been able to reach out to my peers and test our workforce strategy against the ones they had prepared by using the same framework.