



FREQUENTLY ASKED QUESTIONS

NOTE: This is a living document. More questions will be added as they are received.

QUESTION	ANSWER
Do I have to use the capability framework?	No, it is not mandatory. But it will be useful in helping you build your development plan and your desired career path. It is also targeted to help managers in creating job descriptions, sizing roles, recruitment and planning.
Will my performance be measured by the capability framework?	No, the framework is not a formal assessment for performance. Everyone has had a different career path and has different desired career paths, so there is no pass/fail. It is a tool to help facilitate growth-focused conversations and help you to plan and develop the capabilities you need for your desired career path.
Do I have to tick all components within the definition of a capability (at any of the four levels) to belong to that level?	You do not have to tick every component in the capability definition to be deemed as belonging to that level – an overall alignment is expected. Read the definitions carefully and discuss with others to explore what it means to have a capability at a particular level. Then, guided by these definitions, think of examples of what you do at work that may illustrate the capability. This will help you understand at which level you may place yourself. Remember that the richness of the exploration will be in the self-reflection and kōrero with others. In many cases, you may place yourself in a range rather than at a particular level – eg, Fundamental – Practising, or Practising – Leading. This is absolutely fine. You should still be able to focus on some aspects of each capability which you may wish to or need to develop.
What does ‘Strategic’ mean, when used as a capability ‘level’?	The knowledge, skills and attitudes (Know-Do-Be) reflected in Level 4, ‘Strategic,’ represent the pinnacle of a Government Finance Professional’s capabilities. This name does not mean that all the knowledge, skills and attitudes are necessarily strategic in nature, but that your approach to your work is strategic. The expectations of knowledge, skills and attitudes take a broad holistic view in terms of the experience being brought, the analysis being made and the resulting outcome or output. Someone operating at the strategic level is widely recognised as a leader in that particular capability, and is actively sought out for that reason.
Can I reach Level 4 – Strategic if I am not a CFO or People Leader?	Yes, the framework is intended to be used as a matrix of capabilities and therefore you may reach Level 4 in a certain capabilities, without being a CFO or People Leader. Similarly, a CFO or People leader may not require Level 4 – Strategic for all capabilities. It is important to remember that the ascending levels of the framework do not reflect increasing seniority of positions, they reflect the increasing level of capability.

QUESTION**ANSWER**

Should I apply the framework to my role?

The framework can be used to assess your capability where an organisation has identified where that position sits within the capability framework. For example, a Financial Accountant position in an organisation may have identified the position requires Level 2 Leadership and Development, Level 1 Developing a Positive Culture and Level 2 Financial Concepts and Standards, and so on.

As such, the ascending levels of the framework do not reflect increasing seniority of positions; that is, they **do not** align on a 1:1 basis to specific roles. A Level 1 capability is not an 'advisor level' position (eg, Financial Accountant), nor is a Level 2 capability a 'senior advisor level' position (eg, Senior Financial Accountant).

As described above, a position can require differing levels of capability, depending on the scope of the position, the organisation it's in and the size and complexity of that organisation.

If I am a people leader, am I expected to use the Framework differently?

No – the basic use of the Framework should be the same for everyone. However, as a people leader, you may have to participate in and/or facilitate capability-related conversations with your staff. Approach these as coaching conversations – help your staff articulate and explore the capabilities, as you would for yourself. These conversations are perfectly safe and have no punitive consequences for anyone, and should not be approached any differently from your usual interaction with your staff.

There are some additional functions that you may use the Framework as a people leader. Some of these may be creating job descriptions, sizing roles, recruitment and planning.

Is there training on how to use the Framework?

The most productive use of the Framework for an individual is in self-reflection and conversation with others – these may be your colleagues, peers, managers or even your family. There is no formal training that can be provided for this. However, depending on feedback of requirements from agencies, supporting resources like conversation starters or reflection guides may be developed to help your capability journey.

It is suggested that you keep a journal of your self-reflection on capabilities – this may simply mean some notes or visuals which tell a story. Use this to aid you in your capability conversations with others.

What are the next steps after I have used the Capability Framework?

Once you have had some self-reflection and conversations with others, your next steps may be to seek some learning and growth opportunities that will help you develop some of the specific capability aspects you have identified. Discuss with your manager and your coach/mentor what may be appropriate for you.

Remember that learning is not limited to formal training only. Informal and on-the-job learning can be very useful too – eg, reading articles, watching videos/TED Talks, listening to podcasts, attending seminars, working in projects etc.

I have some other questions – who should I ask?

You can contact the Career Pathways and GFP Pipeline project team via the GFP email governmentfinanceprofession@treasury.govt.nz
