

Primary Health Tasmania

Competency Framework



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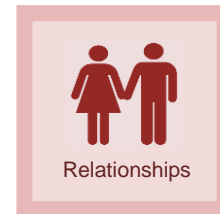
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The Primary Health Tasmania (PHT) Competency Framework provides a common foundation tool that enables Primary Health Tasmania to attract, recruit, develop and retain a responsive, flexible and capable workforce

Foreword



The Primary Health Tasmania (PHT) is a non-government, not-for-profit primary health care organisation working to help coordinate primary health care services for local communities.

PHT Tasmania has been established by the Australian Government to deliver on key objectives which are achieved by:

- understanding the health care needs of the Tasmanian community through analysis and planning.
- providing practice support services so that GPs are better placed to provide care to patients.
- supporting general practices in attaining the highest standards in safety and quality.
- assisting general practices in understanding and making meaningful use of eHealth systems.
- working with other funders of services and purchasing or commissioning health and medical/clinical services for local groups most in need.



Phil Edmondson
Chief Executive Officer

A critical key to achieving the organisational objectives is a workforce which is flexible and responsive. Central to performance are the competencies – the knowledge, skills and abilities that Primary Health Tasmania employees must demonstrate to perform their roles effectively. The PHT Competency Framework provides a common foundation for job design, recruitment and retention, managing performance, professional development, career planning and, more broadly, workforce planning.

The PHT Competency Framework describes the core competencies and behaviours required of Primary Health Tasmania employees. It applies across the organisation, across all business streams and occupational groups.

This Competency Framework aims to support an effective and engaged Primary Health Tasmania workforce. For successful implementation it is important that it is integrated into the full range of human resource management and development activities, including recruitment, performance management, learning and development and strategic workforce planning. This will assist to enable organisational wide competency building, mobility within and across functional areas, and a more flexible and responsive Primary Health Tasmania workforce that is well equipped to deliver efficient and effective services to its stakeholders and the community.

About the PHT

Competency Framework



The PHT Competency Framework describes the competencies and associated behaviours that are expected of all Primary Health Tasmania employees, at every level of the organisation.

The Framework is a foundation for the full range of human resource management activities: job design and description; recruitment and retention; performance management; learning and development and strategic workforce planning.

The Framework provides a systematic and integrated approach to these activities and gives the Primary Health Tasmania a shared language to describe the knowledge, skills and abilities needed to perform work across all business streams, levels and functional areas of the business.

The PHT Competency Framework supports:

- consistent position descriptions across the organisation by providing a common basis for describing core competency requirements
- best practice recruitment outcomes as managers and selection panels have a clear picture of the type and level of competency required and can apply targeted assessment methodologies
- managing performance development by assisting managers and staff to have a clear, common understanding of role expectations and providing a starting point for competency assessment and development planning
- targeted learning and development activities (formal and informal) to specific competency levels
- individual career planning, enabling employees to identify career and development pathways based on the competencies required for progression to chosen roles
- systematic workforce planning, as the competencies are used to identify current and future workforce competency needs and gaps.


Competencies are the knowledge, skills and abilities required by Primary Health Tasmania employees to perform their roles efficiently and effectively

Competencies

Groups



The PHT Competency Framework describes 20 competencies across five core groups: Personal Attributes, Relationships, Results, Business Supports and People Leadership and Management. The competency groups work together to provide an understanding of the knowledge, skills and attributes required by Primary Health Tasmania employees.

 Personal Attributes	 Relationships	 Results	 Business Supports	 People Leadership & Management
<p>Adapt and Respond to Change Adapt to changing circumstances, accept new ideas, deal with ambiguity and make positive use of opportunities</p>	<p>Communicate Effectively Communicate clearly, actively listen to others and respond with respect</p>	<p>Demonstrate Accountability Be responsible for own actions, adhere to legislation and policy and be proactive to address risk</p>	<p>Finance Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<p>Lead, Manage and Develop People Engage and motivate staff and develop competency and potential in others</p>
<p>Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<p>Commit to Customer Service Provide customer focussed services in line with organisational objectives</p>	<p>Deliver Results Achieve results through efficient use of resources and a commitment to quality outcomes.</p>	<p>Technology Understand and use available technologies to maximise efficiencies and effectiveness</p>	<p>Inspire Direction and Purpose Communicate goals, priorities and vision and recognise achievements</p>
<p>Act with Integrity Be ethical and professional, prescribe to Primary Health Tasmania Values and adhere to Code of Conduct</p>	<p>Influence and Negotiate Gain consensus and commitment from others and resolve issues and conflicts</p>	<p>Plan and prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<p>Procurement and Contract Management Understand and apply procurement processes to ensure effective purchasing and contract performance</p>	<p>Optimise Business Outcomes Manage resources effectively and apply sound workforce planning principles</p>
<p>Manage Self Show drive and motivation, a measured approach and a commitment to learning</p>	<p>Work Collaboratively Collaborate with others and value their contribution</p>	<p>Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions</p>	<p>Project Management Understand and apply effective planning, coordination and control methods</p>	<p>Manage Reform and Change Support, promote and champion change, and assist others to engage with change</p>

How to read the Competencies



Competency group and descriptor

The name of the competency group and a description of what it covers



Personal Attributes

Adapt to changing circumstances, accept new ideas, deal with ambiguity and make positive use of opportunities.
Be open and honest, prepared to express your views, and willing to accept and commit to change.
Be ethical and professional, and adhere to the PHT Values, value diversity and defend equal opportunity.
Show drive and motivation, a measured approach and a commitment to learn.

Level descriptor

These four descriptors range from 'foundational' to 'highly advanced', reflecting a progressive increase in complexity and skill

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
Adapt and Respond to Change <i>Adapts to changing circumstances, accept new ideas, deal with ambiguity and make positive use of opportunities</i>	Adapts to changing circumstances. Supports organisational change. Understands own reaction to change and manages this accordingly.	Creates and facilitates a team environment that embraces change. Supports organisational change management processes. Champions change initiatives. Recognises that people react differently to change and responds accordingly.	Leads and inspires change initiatives, develops change management strategies. Understands the reactions of others to change. Builds appropriate transition plans to manage the reactions. Understands own style during change, and plans to manage own strengths and weaknesses. Communicates changes appropriately, involves stakeholders. Understands the implications of change at all levels of the business. Fosters commitment to organisational change through leadership and modelling appropriate and positive reactions to change.	Leads and inspires change despite opposition. Recognises the need for change, removes barriers, challenges the status quo and enlists others in pursuit of new initiatives. Articulates a compelling vision of the new organisational goals. Identifies the needs for change by considering predicted trends and the factors impacting on the organisation's goals. Views change from a global perspective - able to turn change in the health industry environment into opportunity for the organisation and community. Thrives on the opportunities that change presents.

Behavioural indicators

A set of statements illustrating the type of behaviours expected at each level

Personal Attributes



Core Competencies

Personal Attributes

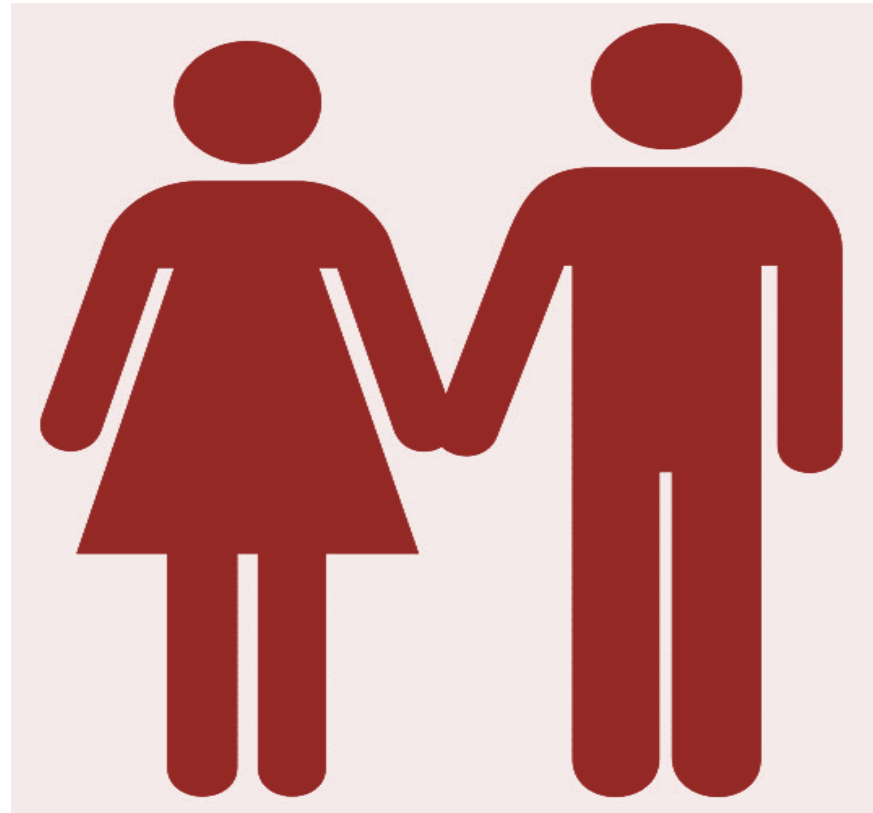


Adapt to changing circumstances, accept new ideas, deal with ambiguity and make positive use of opportunities.
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Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
Display Resilience and Courage <i>Be open and honest, prepared to express your views, and willing to accept and commit to change</i>	Be open to new ideas and approaches. Offer own opinion, ask questions and make suggestions. Adapt well to new situations. Do not give up easily when problems arise. Stay calm in challenging situations.	Be flexible and adaptable, show initiative and respond quickly when situations change. Give frank and honest feedback/advice. Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively. Raise and work through challenging issues and seek alternatives. Keep control of own emotions and stay calm under pressure and in challenging situations.	Stay calm and act constructively in highly pressured and unpredictable environments. Give frank, honest advice in the face of strong, contrary views. Accept criticism of own ideas and respond in a thoughtful and considered way. Welcome new challenges and persist in raising and working through novel and difficult issues. Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues.	Create a climate which encourages and supports openness, persistence and genuine debate around critical issues. Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change. Raise critical issues and make tough decisions. Respond to significant, complex and novel challenges with a high level of resilience and persistence. Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations.
Act with Integrity <i>Be ethical and professional, prescribe to Primary Health Tasmania Values and adhere to Code of Conduct</i>	Behave and represent the organisation in an honest, ethical and professional way. Support a culture of integrity and professionalism. Identify, understand and follow legislation, rules, policies, guidelines and codes of conduct. Speak out against misconduct, illegal and inappropriate behaviour. Recognise and report misconduct, illegal or inappropriate behaviour. Report apparent conflict of interest.	Represent the organisation in an honest, ethical and professional way and encourage others to do so. Demonstrate professionalism to support a culture of integrity within the team/unit. Set an example for others to follow and identify and explain ethical issues. Ensure that others understand the legislation and policy framework within which they operate. Act to prevent and report misconduct, illegal and inappropriate behaviour.	Model the highest standards of ethical behaviour and reinforce them in others. Represent the organisation in an honest, ethical and professional way and set an example for others to follow. Ensure that others have a working understanding of the legislation and policy framework within which they operate. Promote a culture of integrity and professionalism within the organisation and in dealings with external stakeholders. Monitor ethical practices, standards and systems and reinforce their use. Act on reported breaches of rules, policies and guidelines.	Champion and act as an advocate for the highest standards of ethical and professional behaviour. Drive a culture of integrity and professionalism across the organisation, and in dealings with stakeholders and partners across multi-jurisdictions. Define, communicate and evaluate ethical practices, standards and systems and reinforce their use. Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports.
Manage Self <i>Show drive and motivation, a measured approach and a commitment to learning</i>	Be willing to develop and apply new skills. Adapt existing skills to new situations. Show commitment to completing work activities effectively. Look for opportunities to learn from the feedback of others.	Look for and take advantage of opportunities to learn new skills and develop strengths. Show commitment to achieving challenging goals. Examine and reflect on own performance. Seek and respond positively to constructive feedback and guidance. Demonstrate a high level of personal motivation.	Act as a professional role model for colleagues, set high personal goals and take pride in their achievement. Actively seek, reflect and act on feedback on own performance. Translate negative feedback into an opportunity to improve. Maintain a high level of personal motivation. Take the initiative and act in a decisive way.	Promote and model the value of self-improvement and be proactive in seeking opportunities for growth. Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours. Manage challenging, ambiguous and complex issues calmly and logically. Model initiative and decisiveness.

Relationships



Relationships



Communicate clearly, actively listen to others and respond with respect.
 Provide customer-focused services in line with organisational objectives.
 Gain consensus and commitment from others and resolve issues and conflicts.
 Collaborate with others and value their contribution.

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Communicate Effectively</p> <p><i>Communicate clearly, actively listen to others and respond with respect</i></p>	<p>Focus on key points and speak in 'Plain English'.</p> <p>Clearly explain and present ideas and arguments.</p> <p>Listen to others when they are speaking and ask appropriate questions.</p> <p>Monitor own and others' non-verbal cues and adapt where necessary.</p> <p>Prepare written material that is well structured and easy to follow by the intended audience.</p> <p>Communicate routine technical information clearly.</p>	<p>Tailor communication to the audience.</p> <p>Clearly explain complex concepts and arguments to individuals and groups.</p> <p>Monitor own and others' non-verbal cues and adapt where necessary.</p> <p>Create opportunities for others to be heard.</p> <p>Actively listen to others and clarify own understanding.</p> <p>Write fluently in a range of styles and formats.</p>	<p>Present with credibility, engage varied audiences and test levels of understanding.</p> <p>Translate technical and complex information concisely for diverse audiences.</p> <p>Create opportunity for others to contribute to discussion and debate.</p> <p>Actively listen and encourage others to contribute inputs.</p> <p>Adjust style and approach to optimise outcomes.</p> <p>Write fluently and persuasively in a range of styles and formats.</p>	<p>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences.</p> <p>Speak in a highly articulate and influential manner.</p> <p>State the facts and explain their implications for the organisation and key stakeholders.</p> <p>Promote the organisation's position with authority and credibility cross-organisation, cross-sector and other jurisdictions.</p> <p>Actively listen, and identify ways to ensure all have an opportunity to contribute.</p> <p>Anticipate and address key areas of interest for the audience and adapt style under pressure.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Commit to Customer Service</p> <p><i>Provide customer-focussed services in line with organisational objectives</i></p>	<p>Support a culture of quality customer service in the organisation.</p> <p>Demonstrate a thorough knowledge of the organisation and services provided and relay to customers.</p> <p>Take responsibility for delivering services which meet customer requirements.</p> <p>Keep customers informed of progress and seek feedback to ensure their needs are met.</p> <p>Co-operate across work areas to improve outcomes for customers.</p>	<p>Take responsibility for delivering high quality customer-focused services.</p> <p>Understand customer perspective and ensure responsiveness to their needs.</p> <p>Identify customer services needs and implement solutions.</p> <p>Find opportunities to co-operate with internal and external parties to improve outcomes for customers.</p> <p>Maintain relationships with key customers in area of expertise.</p> <p>Connect and collaborate with relevant stakeholders within the sector and community.</p>	<p>Promote a culture of quality customer service in the organisation.</p> <p>Initiate and develop partnerships with customers to define and evaluate service performance outcomes.</p> <p>Promote and manage alliances within the organisation and across the public, private and community health sectors.</p> <p>Liaise with senior stakeholders on key issues and provide expert and influential advice.</p> <p>Identify and incorporate the interests and needs of customers in business process design.</p> <p>Ensure that the organisation's systems, processes, policies and programs respond to customer needs.</p>	<p>Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes.</p> <p>Engage and negotiate with stakeholders on strategic issues related to organisational policy, standards of customer service and accessibility, and provide expert, influential advice.</p> <p>Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes.</p> <p>Set overall performance standards for service delivery across the organisation and monitor compliance.</p>
<p>Influence and Negotiate</p> <p><i>Gain consensus and commitment from others and resolve issues and conflicts.</i></p>	<p>Utilise facts, knowledge and experience to support recommendations.</p> <p>Work towards positive and mutually satisfactory outcomes.</p> <p>Identify and resolve issues in discussion with other staff and stakeholders.</p> <p>Identify others' concerns and expectations.</p> <p>Respond constructively to conflict and disagreements.</p> <p>Keep discussion focused on the key issues.</p>	<p>Negotiate from an informed position and credible position.</p> <p>Lead and facilitate productive discussions with staff and stakeholders.</p> <p>Encourage others to talk, share and debate ideas to achieve a consensus.</p> <p>Recognise and explain the needs for compromise.</p> <p>Influence others with a fair and considered approach and sound arguments.</p> <p>Show sensitivity and understanding in resolving conflicts and differences.</p> <p>Manage challenging relations with internal and external stakeholders.</p> <p>Pre-empt and minimise conflict.</p>	<p>Influence others with a fair and considered approach and present persuasive counter-arguments.</p> <p>Work towards mutually beneficial win/win outcomes.</p> <p>Show sensitivity and understanding in resolving acute and complex conflicts.</p> <p>Identify key stakeholders and gain their support in advance.</p> <p>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise.</p> <p>Pre-empt and minimise conflict within the organisation and with external stakeholders.</p>	<p>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy.</p> <p>Use sound arguments, strong evidence, and expert opinion to influence outcomes.</p> <p>Determine and communicate the organisation's position and bargaining strategy.</p> <p>Represent the organisation in critical negotiations, including those that are cross-sector, achieving effective solutions in challenging relationships, ambiguous and conflicting positions.</p> <p>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders.</p> <p>Identify contentious issues, direct discussion and debate, and steer parties towards an effective solution.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Work Collaboratively</p> <p><i>Collaborate with others and value their contribution</i></p>	<p>Work as a supportive and co-operative team member, share information and acknowledge others' efforts.</p> <p>Respond to others who need clarification or guidance on the job.</p> <p>Step in to help others when workloads are high.</p> <p>Keep team and supervisor informed of work tasks.</p>	<p>Encourage a culture of recognising the value of collaboration.</p> <p>Build co-operation and overcome barriers to information sharing and communication across teams/units.</p> <p>Share lessons learned across teams/units.</p> <p>Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work.</p>	<p>Build a culture of respect and understanding across the organisation.</p> <p>Recognise outcomes which resulted from effective collaboration between teams.</p> <p>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-sector.</p> <p>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions.</p>	<p>Establish a culture and supporting systems that facilitate information sharing, communication and learning across the organisation and sector.</p> <p>Publicly celebrate the successful outcomes of collaboration.</p> <p>Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational and cross-sector solutions.</p> <p>Identify and overcome barriers to collaboration with internal and external stakeholders.</p>

Results



Results



Be responsible for own actions, adhere to legislation and policy and be proactive to address risk.

Achieve results through efficient use of resources and a commitment to quality outcomes.

Plan to achieve priority outcomes and respond flexibly to changing circumstances. Think, analyse and consider the broader context to develop practical solution.

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Demonstrate Accountability</p> <p><i>Be responsible for own actions, adhere to legislation and policy and be proactive to address risk</i></p>	<p>Take responsibility and be accountable for own actions.</p> <p>Understand delegations and act within authority levels.</p> <p>Identify and follow safe work practices, and be vigilant about their application by self and others.</p> <p>Be alert to risks that might impact the completion of an activity and escalate these when identified.</p> <p>Use financial and other resources responsibly.</p>	<p>Assess work outcomes and identify and share learnings to inform future actions.</p> <p>Ensure that actions of self and others are focused on achieving organisational outcomes.</p> <p>Exercise delegation responsibly.</p> <p>Understand and apply high standards of financial probity with public monies and other resources.</p> <p>Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others.</p> <p>Conduct and report on quality control audits.</p> <p>Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks.</p>	<p>Design and develop systems to establish and measure accountabilities.</p> <p>Ensure accountabilities are exercised in line with funder and business goals.</p> <p>Exercise due diligence to ensure work health and safety risks are addressed.</p> <p>Oversee quality assurance practices.</p> <p>Model the highest standards of financial probity, demonstrating respect for public monies and other resources.</p> <p>Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks.</p> <p>Incorporate sound risk management principles and strategies into business planning.</p>	<p>Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness.</p> <p>Promote a culture of accountability with clear line of sight to funder and organisational goals.</p> <p>Set standards and exercise due diligence to ensure work health and safety risks are addressed.</p> <p>Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity.</p> <p>Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation.</p> <p>Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Deliver Results</p> <p><i>Achieve results through efficient use of resources and a commitment to quality outcomes</i></p>	<p>Complete work tasks to agreed budgets, timeframes and standards.</p> <p>Take the initiative to progress and deliver own work.</p> <p>Identify resources needed to complete allocated work tasks.</p> <p>Seek and apply specialist advice when required.</p>	<p>Take responsibility for delivering on intended outcomes.</p> <p>Take the initiative to progress and deliver own and team/unit work.</p> <p>Identify resource needs and ensure goals are achieved within budget and deadlines.</p> <p>Identify changed priorities and ensure allocation of resources meets new business needs.</p> <p>Ensure financial implications of changed priorities are explicit and budgeted for.</p> <p>Use own expertise and seek others' expertise to achieve work outcomes.</p>	<p>Drive a culture of achievement and acknowledge input of others.</p> <p>Investigate and create opportunities to enhance the achievement of organisational objectives.</p> <p>Make sure others understand that on-time and on-budget results are required and how overall success is defined.</p> <p>Control output of business unit to ensure organisational outcomes are achieved within budget.</p> <p>Progress organisational priorities and ensure effective acquisition and use of resources.</p> <p>Seek and apply the expertise of key individuals to achieve organisational outcomes.</p>	<p>Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation.</p> <p>Identify, recognise and celebrate success.</p> <p>Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes.</p> <p>Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes.</p> <p>Initiate and communicate high level priorities for the organisation to achieve government outcomes.</p> <p>Use own professional knowledge and expertise of others to drive organisational and funder objectives forward.</p>
<p>Plan and Prioritise</p> <p><i>Plan to achieve priority outcomes and respond flexibly to changing circumstances</i></p>	<p>Plan and coordinate allocated activities.</p> <p>Re-prioritise own work activities on a regular basis to achieve set goals.</p> <p>Contribute to the development of team work plans and goal setting.</p> <p>Understand team objectives and how own work relates to achieving these.</p>	<p>Understand the team/unit objectives and align operational activities accordingly.</p> <p>Initiate, and develop team goals and plans and use feedback to inform future planning.</p> <p>Respond proactively to changing circumstances and adjust plans and schedules when necessary.</p> <p>Ensure current work plans and activities support and are consistent with organisational change initiatives.</p> <p>Evaluate achievements and adjust future plans accordingly.</p>	<p>Understand the links between the business unit, organisation and government agenda.</p> <p>Ensure business plan goals are clear and appropriate including contingency provisions.</p> <p>Monitor progress of initiatives and make necessary adjustments.</p> <p>Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately.</p> <p>Consider the implications of a wide range of complex issues, and shift business priorities when necessary.</p> <p>Undertake planning to transition the organisation through change initiatives and evaluate progress and outcomes to inform future planning.</p>	<p>Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff.</p> <p>Understand the organisation's current and potential future role within the government agenda, health sector and community.</p> <p>Ensure effective governance frameworks and guidance enable high quality strategic, corporate, business and operational planning.</p> <p>Consider emerging trends, identify long-term opportunities and align organisational requirements with desired outcomes.</p> <p>Drive initiatives in an environment of ongoing, widespread change, including government and health sector policy directions.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Think and Solve Problems</p> <p><i>Think, analyse and consider the broader context to develop practical solution</i></p>	<p>Research and analyse information and make recommendations based on relevant evidence.</p> <p>Identify issues that may hinder completion of tasks and find appropriate solutions.</p> <p>Be willing to seek out input from others and share own ideas to achieve best outcomes.</p> <p>Identify ways to improve systems or processes which are used by the team/unit.</p>	<p>Research and analyse information, identify interrelationships and make recommendations based on relevant evidence.</p> <p>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options.</p> <p>Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness.</p> <p>Identify and share business process improvements to enhance effectiveness.</p>	<p>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues.</p> <p>Work through issues, weigh up alternatives and identify the most effective solutions.</p> <p>Take account of the wider business context when considering options to resolve issues.</p> <p>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements.</p> <p>Implement systems and processes that underpin high quality research and analysis.</p>	<p>Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement.</p> <p>Engage high level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues.</p> <p>Identify and evaluate organisation-wide implications when considering proposed solutions to issues.</p> <p>Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact.</p> <p>Ensure effective governance systems are in place to guarantee quality analysis, research and reform.</p>

Business Support



Business Support



- Understand and apply financial processes to achieve value for money and minimise financial risk.
- Understand and use available technologies to maximise efficiencies and effectiveness.
- Understand and apply procurement processes to ensure effective purchasing and contract performance.
- Understand and apply effective project planning, coordination and control methods.

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Finance</p> <p><i>Understand and apply financial processes to achieve value for money and minimise financial risk.</i></p>	<p>Understand that funding is limited and must only be used for intended purpose.</p> <p>Appreciate the importance of accuracy and completeness in estimating costs as well as calculating and recording financial data and transactions.</p> <p>Present basic financial information to a target audience in an appropriate format.</p> <p>Be aware of financial delegation principles and processes.</p> <p>Understand financial audit, reporting and compliance obligations and the actions needed to satisfy them.</p>	<p>Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures.</p> <p>Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions.</p> <p>Understand and apply financial audit, reporting and compliance obligations.</p> <p>Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate.</p> <p>Seek specialist advice and support where required.</p> <p>Make decisions and prepare business cases paying due regard to financial considerations.</p>	<p>Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management.</p> <p>Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound.</p> <p>Assess relative cost benefits of direct provision or purchase of services.</p> <p>Understand and promote the role of sound financial management and its impact on organisational effectiveness.</p> <p>Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement.</p> <p>Respond to financial and risk management audit outcomes, addressing areas of non-compliance.</p>	<p>Apply strategic management of financial budgetary compliance and governance responsibilities within the organisation.</p> <p>Define organisational directions and set priorities and business plans with reference to key financial indicators.</p> <p>Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services.</p> <p>Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals.</p> <p>Establish effective governance to ensure the ethical and honest use of financial resources across the organisation.</p> <p>Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Technology</p> <p><i>Understand and use available technologies to maximise efficiencies and effectiveness</i></p>	<p>Display familiarity and confidence in the use of core office software applications or other technology used in role.</p> <p>Apply practical skills in the use of relevant technology.</p> <p>Make effective use of records, information and knowledge management functions and systems.</p> <p>Understand and comply with information and communications security and acceptable use policies.</p> <p>Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies.</p>	<p>Demonstrates a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks.</p> <p>Identify opportunities to use a broad range of communications technologies to deliver effective messages.</p> <p>Understand, act on and monitor compliance with information and communications security and use policies.</p> <p>Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business.</p> <p>Support compliance with the records, information and knowledge management requirements of the organisation.</p>	<p>Show commitment to the use of existing and deployment of appropriate new technologies in the workplace.</p> <p>Implement appropriate controls to ensure compliance with information and communications security and use policies.</p> <p>Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes.</p> <p>Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes.</p> <p>Implement and monitor appropriate records, information and knowledge management systems protocols and policies.</p>	<p>Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes.</p> <p>Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation.</p> <p>Establish effective governance to ensure organisational compliance with information and communications security and use policies.</p> <p>Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation.</p> <p>Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements.</p>
<p>Procurement and Contract Management</p> <p><i>Understand and apply procurement processes to ensure effective purchasing and contract performance</i></p>	<p>Understand and comply with legal, policy and organisational guidelines and procedures in relation to procurement and contract management.</p> <p>Conduct delegated purchasing activities, complying with prescribed guidelines and procedures.</p> <p>Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements.</p>	<p>Apply legal, policy and organisational guidelines and procedures in relation to procurement and contract management.</p> <p>Develop well written, well structured procurement documentation that clearly sets out the business requirements.</p> <p>Monitor procurement and contract management processes to ensure they are open, transparent and competitive, and that contract performance is effective.</p> <p>Be aware of procurement and contract management risks, and what actions are expected to mitigate these.</p> <p>Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles.</p> <p>Escalate procurement and contract management issues where required.</p>	<p>Ensure that government and organisational policy in relation to procurement and contract management is implemented.</p> <p>Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions.</p> <p>Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures.</p> <p>Promote the principles of risk management as applied to procurement projects to identify and mitigate risk.</p> <p>Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes.</p> <p>Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors.</p>	<p>Ensure that whole-of-organisation approaches to procurement and contract management are integrated into the organisation's policies and practices.</p> <p>Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes.</p> <p>Monitor and evaluate both compliance and contract management within the organisation.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Project Management</p> <p><i>Understand and apply effective planning, coordination and control methods</i></p>	<p>Perform basic research and analysis which others will use to inform project directions.</p> <p>Understand project goals, steps to be undertaken and expected outcomes.</p> <p>Prepare accurate documentation to support cost or resource estimates.</p> <p>Participate and contribute to reviews of progress, outcomes and future improvements.</p> <p>Identify and escalate any possible variance from project plans.</p>	<p>Prepare clear project proposals and define scope and goals in measurable terms.</p> <p>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements.</p> <p>Prepare accurate estimates of costs and resources required for more complex projects.</p> <p>Communicate project strategy and its expected benefits to others.</p> <p>Monitor the completion of project milestones against goals and initiate amendments where necessary.</p> <p>Evaluate progress and identify improvements to inform future projects.</p>	<p>Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts.</p> <p>Access key subject-matter experts' knowledge to inform project plans, direction and achievement of outcomes.</p> <p>Implement effective stakeholder engagement and communications strategy for all stages of projects.</p> <p>Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning.</p> <p>Develop effective strategies to remedy variances from project plans, and minimise impacts.</p> <p>Manage transition between project stages and ensure that changes are consistent with organisational goals.</p>	<p>Implement effective governance processes for acceptance of projects based on sound business cases.</p> <p>Use historical, political and broader context to inform project directions and mitigate risk.</p> <p>Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication.</p> <p>Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance.</p> <p>Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals.</p>

People Leadership and Management



People Leadership and Management



- Engage and motivate staff and develop capability and potential in others.
- Communicate goals, priorities and vision and recognise achievements.
- Manage resources effectively and apply sound human resource practices.
- Support, promote and champion change, and assist others to engage with change.

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Manage and Develop People</p> <p><i>Engage and motivate staff and develop capability and potential in others</i></p>	<p>Ensure that roles and responsibilities are clearly communicated and understood.</p> <p>Collaborate on the establishment of clear performance standards and deadlines in line with established performance development framework.</p> <p>Develop team capability and recognise and develop potential in people.</p> <p>Be constructive and build on strengths when giving feedback.</p> <p>Identify and act on opportunities to provide coaching and mentoring.</p> <p>Recognise performance issues that need to be address and work towards resolution of issues.</p>	<p>Define and clearly communicate roles and responsibilities to achieve team/unit outcomes.</p> <p>Negotiate clear performance standards and monitor progress.</p> <p>Develop team/unit plans that take into account team capability, strengths and opportunities for development.</p> <p>Provide regular constructive feedback to build on strengths and achieve results.</p> <p>Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way.</p> <p>Monitor and report on performance of team in line with established performance development frameworks.</p>	<p>Refine roles and responsibilities over time to achieve better business outcomes.</p> <p>Recognise talent, develop team capability and undertake succession planning.</p> <p>Coach and mentor staff and encourage professional development and continuous learning.</p> <p>Provide timely, constructive and objective feedback to staff.</p> <p>Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way.</p> <p>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives.</p>	<p>Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning.</p> <p>Drive executive capability development and ensure effective succession management practices.</p> <p>Implement effective approaches to identify and develop talent across the organisation.</p> <p>Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences.</p> <p>Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Inspire Direction and Purpose</p> <p><i>Communicate goals, priorities and vision and recognise achievements</i></p>	<p>Assist team to understand organisational direction and explain the reasons behind decisions.</p> <p>Ensure the team/unit objectives lead to the achievement of business outcomes that align with organisational policies.</p> <p>Recognise and acknowledge individual/team performance.</p>	<p>Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation.</p> <p>Translate broad goals into operational needs and explain the links for the team.</p> <p>Link team performance goals to team/unit goals to ensure implementation of organisational policy.</p> <p>Ensure team objectives and outcomes lead to implementation of government policy.</p> <p>Recognise and acknowledge high individual/team performance.</p>	<p>Promote a sense of purpose and enable others to understand the links between government policy and organisational goals.</p> <p>Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them.</p> <p>Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes.</p> <p>Create opportunities for recognising and celebrating high performance at the individual and team level.</p> <p>Work to remove barriers to achievement of goals.</p>	<p>Champion the organisational vision and strategy, and communicate the way forward.</p> <p>Create a culture of confidence and trust in future direction.</p> <p>Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation.</p> <p>Communicate the parameters and expectations surrounding organisational strategies.</p> <p>Celebrate organisational success and high performance and engage in activities to maintain morale.</p>
<p>Optimise Business Outcomes</p> <p><i>Manage resources effectively and apply sound workforce planning principles</i></p>	<p>Keep team members informed of the reasons for decisions so that this may inform their work.</p> <p>Plan and monitor resource allocation effectively to achieve team/unit objectives.</p> <p>Ensure team members work with a good understanding of business principles as they apply to the not-for-profit sector context.</p> <p>Participate in wider organisational workforce planning to ensure the availability of capable resources.</p>	<p>Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives.</p> <p>Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning.</p> <p>Ensure that team members base their decisions on a sound understanding of business principles applied in a not-for-profit sector context.</p> <p>Monitor performance against standards and take timely corrective action.</p> <p>Keep others informed about progress and performance outcomes.</p>	<p>Develop workforce plans that effectively distribute organisational resources to achieve business goals.</p> <p>Plan for strategic use of human resources that links to wider organisational aims and goals.</p> <p>Encourage others to strive for ongoing performance improvement.</p> <p>Align systems and processes to encourage improved performance and outcomes.</p>	<p>Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time.</p> <p>Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and funder objectives.</p> <p>Align workforce resources and talent with organisational priorities.</p>

Core Competency	Level 1 - Foundational	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Highly Advanced
<p>Manage Reform and Change</p> <p><i>Support, promote and champion change, and assist others to engage with change</i></p>	<p>Support and promote change processes and initiatives and assist staff to understand their purpose and impact.</p> <p>Share information with team members to assist them to understand and manage ambiguity, uncertainty and change.</p> <p>Recognise barriers to change and support the team to accept and facilitate change.</p>	<p>Actively promote change processes to staff and participate in the communication of change initiatives across the organisation.</p> <p>Provide guidance, coaching and direction to others managing uncertainty and change.</p> <p>Engage staff in change processes and provide clear guidance, coaching and support.</p> <p>Identify cultural barriers to change and implement strategies to address these.</p>	<p>Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty.</p> <p>Assist others to address emerging challenges and risks and generate support for change initiatives.</p> <p>Translate change initiatives into practical strategies and explain these to staff and their role in implementing them.</p> <p>Implement structured change management processes to identify and develop responses to cultural barriers.</p>	<p>Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies.</p> <p>Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context.</p> <p>Create an organisational culture that actively seeks opportunities to improve.</p> <p>Anticipate, plan for and address cultural barriers to change at the organisational level.</p>