



HEALTHY COMMUNITIES AND
WORLD CLASS HEALTHCARE

CARING | PASSIONATE | TRUSTWORTHY

Bendigo Health Organisational Development & Improvement

Bendigo Health Staff Capability Statement

2013

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1. Introduction

Organisational capability is the ability an organisation has, or requires, to achieve its vision, goals and objectives. The word *capability* refers to the ability to perform a certain action, and is linked to both the knowledge possessed, and the capacity to put that knowledge into practice. Organisational capability is a combination of individual employee capabilities expressed as personal qualities, knowledge, skills and specialist expertise, as well as organisational policies and systems.

Our vision: Healthy Communities and World Class Healthcare

Our role: Empowering People and Working Together

Our strategic goals:

- To support our patients, residents, families and communities to take care of themselves and each other.
- To empower our staff and volunteers to care for our community.
- To work with our partners to connect our services.
- To operate safely and sustainably.

Our strategic objectives:

- To educate, inform and empower our community to take control of their health and their health care.
- To deliver best practice person-centred care.
- To build a high performing workforce.
- To deliver a world-class healthcare experience.
- To support the development of a highly integrated health system across the Loddon Mallee region.
- To continuously improve the quality and safety of our services.
- To operate sustainably and with financial efficiency.

Our Values:

Developed through an extensive consultation process, Bendigo health has three core values.

- **Caring** – We care for our community.
- **Passionate** – We are passionate about doing our best.
- **Trustworthy** – We are open, honest and respectful.

Our community: At Bendigo Health, our community is our patients, their families and carers, staff, volunteers, partners and the general public who interact with Bendigo Health.

2. Purpose

The Bendigo Health Staff Capability Statement (the Statement) is a tool to support Bendigo Health in achieving its strategic goals. It provides a common language and shared understanding of the capabilities that are critical to success for the organisation and for individuals, as well as a basis to identify when a capability is present.

The Statement provides information regarding the key personal qualities, knowledge and skill capabilities that staff, managers and organisational leaders at Bendigo Health need in order to do their jobs well and in a manner that is consistent with the values of the organisation. It is separated into each of Bendigo Health’s values and divided into levels of capability referred to as tiers. Table 1 describes these tiers.

Table 1.
Capability levels (tiers) at Bendigo Health

Tiers	Description
Tier 1	CEO/Executive
Tier 2	Director/ Operations Manager
Tier 3	Business Unit Manager
Tier 4	Team Leader/ Shift Supervisor
All staff	All Staff

To ensure a strong evidence base for the Bendigo Health Staff Capability Statement, a capability framework developed by the State Services Authority (SSA) through a rigorous research and consultation process, was used as the basis for the organisation’s consultation process.

3. Using the Statement

This statement will be used to guide the learning and development of staff, in particular those with management or key leadership roles at Bendigo Health. It also provides a common platform upon which other key staffing activities such as recruitment, articulation of expectations, career planning and progression, job design and workforce planning can be built.

The statement defines capabilities in two key areas:

Personal qualities cover a range of inherent personal characteristics that impact on attitudes and consistent ways of thinking. These characteristics drive actions and responses to situations and information. Personal qualities are the strongest determinants of performance in any given role and differentiate high and low performers. These qualities are not easily acquired through learning and development activities.

The **knowledge and skill** capabilities are common requirements that can be generically applicable across a range of roles. They are defined for each tier in recognition of the increasing levels of complexity required for more senior roles. Generally, knowledge and skill capabilities can be developed with suitable learning opportunities and experience.

There are also specific areas of knowledge and skills required by a particular discipline. These are often associated with related qualifications. Because there is a very wide range of specialist expertise required, specific specialist expertise capabilities are not described in the Statement. These are generally defined by relevant professional associations or registration bodies.

3.1 Using the Statement to support development

The Statement provides Bendigo Health with the opportunity to more clearly align the Bendigo Health *Staff Development Program* and the *Great Manager, Great Results: Management and Leadership Development Program* to the capabilities required for success. The Statement also supports individuals to target attendance at learning and development activities to areas of greatest benefit, through analysis of capabilities against confidence and competence.

3.2 Using the Statement to assist recruitment

The statement can be used to support the provision of clear and accurate descriptions of roles by using capabilities to form the basis of key selection criteria in job descriptions.

The suitability of candidates can be assessed through the identification of behaviours that indicate they possess the crucial capabilities. As personal qualities are hard to change, it is particularly important to identify the relevant qualities at the recruitment stage and consider them in the selection process.

The use of capabilities and the indicative behaviours assists in the use of more effective recruitment techniques such as structured behavioural interviews. Candidates can be asked to describe instances where they have demonstrated the indicative behaviours.

3.3 Using the Statement to assist performance management

Having a clear statement of the behaviours expected, related to the capabilities of the particular role, provides a firm basis for analysis and discussion about expectations and development needs. Often behaviours, rather than knowledge and skill gaps, are the keys to performance issues. The behavioural descriptions for the different capabilities provide a useful analytical and communication tool that supports 360 degree feedback for all tiers.

3.4 Using the Statement to assist career planning

Developing staff and fostering career progression is an intrinsic role of managers. It also plays an important role in attraction and retention of quality staff. The Statement provides critical information for managers and staff with aspirations to support development and career planning.

3.5 Using the Statement to assist workforce planning

The Statement can be used for workforce planning activities such as succession planning. Capabilities of current staff can be mapped against capabilities of critical roles. This can assist in the identification of staff who possess relevant personal qualities and therefore have the potential to move into key roles (the “talent pool”), as well as being able to identify and address any gaps in critical knowledge and skill areas.

3.6 Assistance and support

For support and assistance to use the capability statement for recruitment, performance planning and/or management and workforce planning you should contact your people and culture advisor.

4. Capability Statement

4.1 CARING - We care for our community.

We care for each other. We are respectful of each other and value our differences. We are considerate and show each other that we care.

We are proud of each other, the role that we play in the community and the caring tradition that we are part of.

We make sure that we have the skills to do our work and we help each other to be our best. We know that we do our best when we work collaboratively with our community.

We are patient with each other because we know that change takes dedication and time.

PERSONAL QUALITIES		CARING
Customer Focus	<ul style="list-style-type: none"> • Listens to consumers • Actively seeks to meet consumer needs • Seeks ways to improve services • Committed to delivering high quality outcomes for consumers 	
Relationship Building	<ul style="list-style-type: none"> • Establishes and maintains relationships with people at all levels • Promotes harmony and consensus through diplomatic handling of disagreements • Forges useful partnerships with people across business areas, functions and organisations • Builds trust through consistent actions, values and communication • Minimises surprises 	
Teamwork	<ul style="list-style-type: none"> • Co-operates and works well with others in the pursuit of team goals • Collaborates and shares information • Shows consideration, concern and respect for others' feelings and ideas • Accommodates and works well with the different working styles of others • Encourages resolution of conflict within the group 	
Empathy and Cultural Awareness	<ul style="list-style-type: none"> • Pays attention to words, expressions and body language • Paraphrases messages to check understanding • Shapes responses to individuals based on a range of information they have noted • Communicates well with, relates to and sees issues from the perspective of, people from a diverse range of cultures and backgrounds 	
Developing Others	<ul style="list-style-type: none"> • Actively seeks to improve others' skills and talents by providing constructive feedback, coaching and training opportunities • Empowers others by investing them with the authority and latitude to accomplish tasks • Appropriately delegates responsibilities to further the development of others 	

KNOWLEDGE & SKILLS					CARING
	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Verbal communications	<p>Clearly and confidently communicates with people at all levels of the organisation</p> <p>Understands and meets the needs of target audience</p> <p>Uses audience feedback to refine communication and ensure communications are understood</p> <p>Handles difficult and sensitive communications well</p>	<p>Confidently conveys ideas and information in a clear and interesting way</p> <p>Clearly understands the target audience and the objectives of the communication</p> <p>Uses audience feedback to refine communication and ensure communications are understood</p> <p>Handles difficult and sensitive communications well</p>	<p>Confidently conveys ideas and information in a clear and interesting way</p> <p>Understands and meets the needs of target audiences (i.e. the right information to the right people)</p> <p>Welcomes constructive feedback</p> <p>Sees things from others' points of view and confirms understanding</p>	<p>Confidently conveys ideas and information in a clear and concise way</p> <p>Understands and meets the needs of target audiences (i.e. the right information to the right people)</p> <p>Welcomes constructive feedback</p> <p>Sees things from others' points of view and confirms understanding</p>	<p>Speaks clearly and concisely and keeps people interested when speaking</p> <p>Uses a courteous and thoughtful manner when dealing with others</p> <p>Clearly explains information and listens to feedback.</p>
Interpersonal skills	<p>Tunes into others' emotions and ways of thinking</p> <p>Realises the complex causes (underlying concerns) of others long- term behaviour patterns and plans responses and reactions accordingly</p> <p>Uses understanding of individuals to get the best outcomes for the person and organisation</p>	<p>Detects the underlying concerns, interests or emotions that lie behind what is being said and done</p> <p>Presents as genuine and sincere when dealing with others</p> <p>Projects an objective view of another's position</p> <p>Uses understanding of individuals to get the best outcomes for the person and organisation</p>	<p>Sees things from others' point of view and confirms understanding</p> <p>Expresses own views in a constructive and diplomatic way</p> <p>Reflects on how own emotions impact on others</p>	<p>Sees things from others' point of view and confirms understanding</p> <p>Polite and considerate in dealing with others</p> <p>Aware of peoples' moods and temperament</p>	<p>Polite and considerate in dealing with others</p> <p>Listens to, understands and recognises the needs of others.</p>
Leadership	<p>Communicates a vision that generates enthusiasm and commitment</p> <p>Recognises and rewards behaviour that is aligned with the vision</p> <p>Identifies potential issues and setbacks and guides team to optimise outcomes</p> <p>Models the behaviour expected of others</p>	<p>Builds team commitment by demonstrating personal conviction</p> <p>Translates organisational strategy into meaningful long-term plans and objectives for own area of responsibility</p> <p>Motivates others to deliver against goal</p> <p>Models the behaviour expected of others</p>	<p>Builds a cohesive team with clarity around goals and accountabilities</p> <p>Obtains needed personnel, resources and information for the team</p> <p>Supports individuals and the team, delegating responsibilities appropriately</p> <p>Brings together the best possible group to achieve objectives</p> <p>Models the behaviour expected of others</p>	<p>Explains what needs to be done and ensures people have the necessary information</p> <p>Identifies information and resources required for others to work effectively and makes sure their practical needs are met</p> <p>Models the behaviour expected of others</p>	<p>Identifies and uses resources wisely</p> <p>Acts in line with the code of conduct</p> <p>Harnesses information and opportunities</p>

	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Stakeholder management	<p>Identifies and manages a range of complex and often competing needs</p> <p>Identifies issues in common for one or more stakeholders and uses them to build mutually beneficial partnerships</p> <p>Finds innovative solutions to resolve stakeholder issues</p>	<p>Identifies issues in common for one or more stakeholders and uses to build mutually beneficial partnerships</p> <p>Identifies and responds to stakeholder's underlying needs</p> <p>Uses understanding of the stakeholder's organisational context to ensure outcomes are achieved</p> <p>Finds innovative solutions to resolve stakeholder issues</p>	<p>Takes concrete steps to add value for the stakeholder</p> <p>Links people with other areas (as appropriate)</p> <p>Monitors consumer and stakeholder satisfaction Constructively deals with stakeholder issues</p>	<p>Responds to consumers' needs</p> <p>Keeps the consumer or stakeholder up-to-date with issues and developments</p> <p>Promptly follows through on inquiries, requests and complaints</p> <p>Takes responsibility for correcting problems promptly, without becoming defensive</p>	<p>Responds to consumers' needs</p> <p>Promptly follows through on inquiries, requests and complaints</p> <p>Takes responsibility for correcting problems promptly, without becoming defensive</p>
People management	<p>Aligns team with the organisational values and goals through effective people management and modelling</p> <p>Maximises effectiveness by selecting, developing, managing and motivating a high performing team</p> <p>Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development</p>	<p>Aligns team with the organisational values and goals through effective people management and modelling</p> <p>Maximises effectiveness by selecting, developing, managing and motivating a high performing team</p> <p>Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development</p> <p>Ensures staff are effectively deployed through effective workforce planning practices</p>	<p>Aligns team with the organisational values and goals through effective people management and modelling</p> <p>Maximises effectiveness by selecting, developing, managing, deploying and motivating a high performing team</p> <p>Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development</p>	<p>Aligns team with the organisational values and goals through effective people management and modelling</p> <p>Maximises effectiveness by selecting, developing, managing, deploying and motivating a high performing team</p> <p>Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development</p>	<p>Influences the behavior of others by behaving in a manner that reflects the organisation's values and modeling the behavior expected of others.</p>
Service excellence	<p>Encourages and supports others in taking calculated risks to deliver service excellence</p> <p>Challenges others to deliver outstanding service Looks for long-term benefits to the consumer or stakeholder</p> <p>Creates a climate of service excellence</p> <p>Encourages new and different approaches and solutions that will deliver benefits beyond consumer or stakeholder expectations</p>	<p>Identifies and responds to consumers' underlying needs</p> <p>Uses understanding of the consumer or stakeholder's organisational context to tailor services and ensure a high quality response</p> <p>Looks beyond the obvious to provide outstanding levels of service</p> <p>Constructively deals with service issues that arise in a timely manner</p> <p>Effectively manages risks to service delivery</p>	<p>Constantly looks for continuous improvement opportunities and ways to innovate, and encourages others to do the same</p> <p>Takes responsibility for correcting problems promptly and without becoming defensive</p> <p>Makes specific changes in work methods to improve outcomes, quality and timeliness of service</p> <p>Monitors consumer and stakeholder satisfaction</p>	<p>Aims to exceed targets Sets personal standards of excellence and measures outcomes against them</p> <p>Strives to deliver outcomes in a timely manner</p> <p>Looks for new or more precise ways of meeting goals set by others</p> <p>Maintains quality in the face of time pressure</p>	<p>Applies and builds professional expertise</p> <p>Is friendly, polite and helpful with team members and consumers</p> <p>Gets on with the job and has pride in their work</p> <p>Open and receptive to feedback</p> <p>Acknowledges mistakes and learns from the experience.</p>

4.2 PASSIONATE – We are passionate about doing our best.

We love what we do. That drives us to look for the best ways to support, inform and improve the things we do. We are focused and resourceful. We find efficient solutions to challenges and opportunities.

We inspire others with our enthusiasm. We are dedicated to helping others and giving the best help in any situation. We connect different parts of our community to the information and services they need.

PERSONAL QUALITIES		PASSIONATE
Resilience	<ul style="list-style-type: none"> • Perseveres to achieve goals, even in the face of obstacles • Copes effectively with setbacks and disappointments • Remains calm and in control under pressure • Accepts constructive criticism in an objective manner, without becoming defensive 	
Drive & Commitment	<ul style="list-style-type: none"> • Enthusiastic and committed • Demonstrates capacity for sustained effort and hard work • Sets high standards of performance for self and others • Enjoys a vigorous and dynamic work environment 	
Creativity and Innovation	<ul style="list-style-type: none"> • Generates new ideas • Draws on a range of information sources to identify new ways of doing things • Actively influences events and promotes ideas • Translates creative ideas into workplace improvements • Reflects on experience and is open to new ways to improve practice 	
Commercial Acumen	<ul style="list-style-type: none"> • Entrepreneurial • Shrewd in business dealings • Aware of business opportunities 	
Conceptual and analytical ability	<ul style="list-style-type: none"> • Deals with concepts and complexity comfortably • Uses analytical and conceptual skills to reason through problems • Has creative ideas and can project how these can link to innovations 	
Flexibility	<ul style="list-style-type: none"> • Adaptable • Open to new ideas • Accepts changed priorities without undue discomfort • Recognises the merits of different options and acts accordingly 	

KNOWLEDGE & SKILLS					PASSIONATE
	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Planning and organising	<p>Sets time aside to think</p> <p>Sets clearly defined objectives and priorities</p> <p>Delegates responsibilities to ensure goals are met</p> <p>Liaises with others when organising work</p> <p>Anticipates barriers and finds effective ways to deal with them</p>	<p>Sets clearly defined objectives and priorities and operates accordingly, reviewing and adjusting as required</p> <p>Identifies processes, tasks and resources required to achieve a goal</p> <p>Establishes systems and procedures to guide work and track progress</p> <p>Recognises actual and potential barriers and finds effective ways to deal with them</p>	<p>Identifies processes, tasks and resources required to achieve a goal</p> <p>Identifies more and less critical activities and operates accordingly, reviewing and adjusting as required</p> <p>Develops and implements systems and procedures to guide work and track progress</p> <p>Recognises barriers and finds effective ways to deal with them</p>	<p>Regularly plans and tracks progress on work tasks</p> <p>Takes an organised, methodical approach to work</p> <p>Addresses priority tasks first</p>	<p>Checks with supervisor that their work is on track and satisfactory</p> <p>Asks for assistance when required</p> <p>Takes responsibility for the completion of assigned tasks and advises supervisor if work won't be finished on time</p>
Influence and negotiation	<p>Develops long-term, complex and multi-phased plans to influence others</p> <p>Implements complex strategies to build buy-in and support from key internal and external consumers or stakeholders</p> <p>Uses a variety of different influencing approaches tailored to different consumers</p> <p>Effectively negotiates with consumers/stake-holders to achieve desired outcomes</p>	<p>Gains agreement to proposals and ideas</p> <p>Builds behind-the-scenes support for ideas to ensure buy-in and ownership</p> <p>Uses chains of indirect influence to achieve outcomes (eg 'Gets A to show B so B will tell C')</p> <p>Involves experts or other third parties to strengthen a case</p>	<p>Adapts the content, style, message or tone of a presentation to suit the audience and plans how to tackle objections</p> <p>Sells own ideas by linking them to others' values, needs and goals</p> <p>Negotiates and implements a well planned course of action to achieve a specific impact</p>	<p>Outlines the 'pros and cons' of a particular approach to influence the decision making of others</p> <p>Uses direct, logical persuasion in a discussion or presentation by appealing to reason and by using concrete examples, facts and figures</p>	<p>Negotiates confidently</p> <p>Listens to and considers different ideas</p> <p>Discusses issues without getting personal or aggressive.</p>
Change management	<p>Scans the environment to identify necessary changes</p> <p>Gains commitment by communicating the reasons for the change and the risks of not changing</p> <p>Actively promotes and drives change using broad influencing skills to overcome barriers and gain support</p> <p>Manages complex stakeholder issues integral to change process</p>	<p>Identifies the need to change</p> <p>Describes the reasons for the change and the risks of not changing</p> <p>Actively promotes and drives change using broad influencing skills to overcome barriers and gain support</p> <p>Remains calm and optimistic, even when things don't go as planned</p> <p>Draws upon a range of sources for ideas and solution</p>	<p>Identifies the need to change</p> <p>Describes the reasons for the change Actively promotes and manages change</p> <p>Remains calm and optimistic, even when things don't go as planned</p> <p>Draws upon a range of sources for ideas and solutions</p>	<p>Actively supports changes by adjusting work practices</p> <p>Remains calm and optimistic, even when things don't go as planned</p> <p>Contributes feedback and suggestions</p>	<p>Understands the need for change and seeks more information to clarify questions</p> <p>Remains calm and optimistic, even when things don't go as planned</p> <p>Contributes feedback and suggestions</p>

	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Strategic planning	<p>Inspires a sense of purpose and direction within context</p> <p>Understands the organisation's current and future role</p> <p>Considers the ramifications of issues and long-term impact of work being done</p>	<p>Thinks at the big picture level</p> <p>Entertains wide-ranging possibilities in developing a vision for the future</p> <p>Works across a number of timeframes</p> <p>Translates strategic direction into day-to-day activities</p>	<p>Plans and reviews work based on what is important to achieve, rather than what tasks are usually done</p> <p>Identifies or develops overall team goals and links strategies and actions required to achieve these goals</p>	<p>Understands and supports, vision, mission and strategic goals</p> <p>Contributes ideas and perspectives</p> <p>Thinks and plans ahead</p>	<p>Understands and supports shared purpose and direction</p> <p>Seeks information about how their work fits within the overall objectives of their work group</p>
Environmental scanning	<p>Builds awareness and understanding of economic and political trends that may affect the organisation</p> <p>Establishes and uses references and networks to gather strategic information from local, interstate and overseas sources</p>	<p>Monitors external sources and identifies underlying trends</p> <p>Develops, maintains and uses a variety of systems, processes, and sources to gather information and gain deeper understanding</p> <p>Uses a range of references and professional networks to conduct specific research</p>	<p>Contacts others, not immediately involved, to obtain their perspective and expertise</p> <p>Consults experts to gain broader and deeper understanding of a specific issue</p> <p>Seeks underlying reasons for a presenting issue</p>	<p>Consults available sources to gather relevant information</p> <p>Seeks the expertise and advice of the people around them</p> <p>Keeps up-to-date with relevant information</p>	<p>Shows an awareness of issues that may help or hinder their work and seeks advice.</p>
Systems thinking	<p>Formulates potential courses of action to achieve objectives based on an in-depth understanding of the business environment and its systems</p> <p>Establishes an integrated perspective of their organisation's services & identifies leverage points where intervention will add value</p>	<p>Diagnoses trends, obstacles and opportunities in the internal and external environment</p> <p>Understands the linkages between natural systems and communities to inform policy</p> <p>Conceptualises and defines the systems working within organisation</p>	<p>Identifies and understands the long term impact of particular courses of action on the organisation's objectives</p> <p>Understands how various processes within an organisation integrate</p> <p>Recognises components of a system and their interconnections</p>	<p>Understands the specific short-term implications of a particular course of action</p> <p>Understands how individual jobs impact the work area's service delivery</p> <p>Seeks information about relevant systems to solve work problems</p>	<p>Seeks information about relevant systems necessary to solve work problems</p>
Commercial skills	<p>Guides and challenges team to continually strive for the best impact from resources invested</p> <p>Decisively manages financial issues and responsibilities</p> <p>Challenges others to seek more efficient ways of doing things</p> <p>Focuses on activities and projects that will bring the best long-term return for the organisation</p>	<p>Undertakes and acts on cost benefit analysis</p> <p>Knowledgeable about financial issues and responsibilities</p> <p>Proactively seeks more efficient ways of doing things</p> <p>Focuses on activities and projects that will bring the best business return for the team and organisation</p>	<p>Continually seeks more efficient ways of operating</p> <p>Costs whatever work is done</p> <p>Focuses on strategies to achieve the greatest benefits for investment</p> <p>Continually strives to achieve the best service or product with the resources available</p> <p>Operates comfortably in a fee-for-service environment</p>	<p>Continually strives to achieve the best service or product with the resources available</p> <p>Considers the cost implications of different ways of working</p> <p>Looks for ways to reduce cost whilst maintaining or improving services or products</p>	<p>Considers the cost implications of different ways of working</p>

	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Consultancy	<p>Assists consumers to clarify their needs</p> <p>Clarifies expectations of the roles, process and outcomes</p> <p>Responds flexibly to consumer needs</p> <p>Develops practical solutions to highly complex problems</p> <p>Provides advice in area of expertise Liaises regularly with consumers</p>	<p>Assists consumers to clarify their needs</p> <p>Clarifies expectations of the roles, process and outcomes</p> <p>Responds flexibly to consumer needs</p> <p>Develops practical solutions to highly complex problems</p> <p>Provides advice in area of expertise Liaises regularly with consumers</p>	<p>Clarifies expectations of the roles, process and outcomes</p> <p>Responds flexibly to consumer needs</p> <p>Provides advice in area of expertise</p> <p>Liaises regularly with internal and external consumers</p> <p>Develops practical solutions to complex problems</p>	<p>Clarifies expectations of the roles, process and outcomes</p> <p>Responds flexibly to consumer needs</p> <p>Provides advice in area of expertise</p> <p>Liaises regularly with internal and external consumers</p> <p>Develops practical solutions to problems</p>	<p>Responds flexibly to consumer needs</p> <p>Provides advice in area of expertise</p> <p>Liaises regularly with internal and external consumers</p> <p>Suggests practical solutions to problems</p>

4.3 TRUSTWORTHY - We are open, honest and respectful.

We follow through on our promise with care and accuracy. We can be relied upon and trusted. We do the right thing.

We work as a team. We listen to our community. We explain clearly why we have made our decisions.

We make sure that it is safe for everyone at work to speak openly and try things differently. If mistakes are made, we know that we will be supported to take responsibility and look for a solution.

PERSONAL QUALITIES		TRUSTWORTHY
Integrity	<ul style="list-style-type: none"> • Copes Committed to the public interest • Operates in a manner that is consistent with the organisation’s code of conduct • Inspires trust by treating all fairly 	
Detail Focus	<ul style="list-style-type: none"> • Observes fine details • Identifies gaps in information • Looks for logical sequences of information • Highlights practical considerations of plans and activities 	
Initiative and accountability	<ul style="list-style-type: none"> • Proactive and self-starting • Seizes opportunities and acts upon them • Takes responsibility for own actions 	
Decisiveness	<ul style="list-style-type: none"> • Makes rational and sound decisions based on a consideration of the facts and alternatives • Makes tough decisions, sometimes with incomplete information • Evaluates rational and emotional elements of situations • Makes quick decisions where required Commits to a definite course of action 	
Self-confidence	<ul style="list-style-type: none"> • Conveys confidence through body language • Trusts own ability • Listens to, and considers criticism • Reflects on their actions in a balanced way • Viewed by others as confident 	
Self-discipline	<ul style="list-style-type: none"> • Maintains a consistent and sensible pattern of behaviour under pressure • Recognises and restrains inappropriate emotions during a situation or interaction • Recognises own limitations and works with others to ensure plans are achieved 	

KNOWLEDGE & SKILLS					TRUSTWORTHY
	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Self-management	<p>Applies special techniques and develops personal strategies to effectively manage strong emotions in high pressure situations</p> <p>Actively monitors own preferences and manages behaviour to always ensure maximum impact</p> <p>Builds a balanced team to compensate for own limitations</p>	<p>Invites feedback on own behaviour and impact</p> <p>Uses new knowledge or information about self to build a broader understanding of own behaviour and the impact it has on others</p> <p>Understands strong emotional reactions and seeks ways to more effectively manage them</p>	<p>Plans and prioritises work to ensure outcomes are achieved</p> <p>Resists the temptation to react immediately without taking time to think things through</p> <p>Uses strengths to contribute constructively, and consciously manages the impact of own weaknesses</p> <p>Anticipates own reactions to situations and prepares accordingly</p>	<p>Accepts responsibilities for own actions</p> <p>Focuses on the most important goals</p> <p>Has a realistic and balanced view of own strengths and weaknesses</p> <p>Recognises own feelings and personal prejudices and understands why they occur</p>	<p>Takes responsibility for managing own work to achieve tasks as directed</p> <p>Uses their skills effectively</p> <p>Takes care to do a good job</p> <p>Has a realistic and balanced view of own strengths and weaknesses</p> <p>Recognises own feelings and personal prejudices and understands why they occur</p>
Organisational awareness	<p>Understands and addresses underlying problems, opportunities or external forces affecting the organisation</p> <p>Uses strategic relationships and knowledge to predict and prepare for the impact of events on the organisation</p> <p>Understands the impact of external events and changing stakeholder needs on the organisation and government</p>	<p>Understands issues and pressures to which the organisation has to respond</p> <p>Understands the reasons behind the organisational climate and culture</p>	<p>Uses formal and informal influencing relationships and decision making processes</p> <p>Appreciates the responsibilities, legal obligations and limits that apply to an organisation</p> <p>Actively seeks to understand the priorities and interests of various groups and key individuals</p>	<p>Recognises and understands the formal structure/hierarchy of an organisation and its policies and procedures</p>	<p>Recognises organisational structure</p> <p>Understands the work environment and its policies and procedures.</p>
Policy skills	<p>Builds trusting relationships with stakeholders to inform policy development and gain commitment to implementation</p> <p>Formulates and communicates public policy options and recommendations</p> <p>Scans for links and potential implications of proposed policy options</p> <p>Keeps up-to-date with a broad range of contemporary issues</p>	<p>Formulates and communicates public policy options and recommendations</p> <p>Keeps up-to-date with a broad range of contemporary issues Scans for links and potential implications of proposed policy options</p> <p>Liaises with stakeholders</p>	<p>Aware of, interprets and applies policies</p> <p>Drafts simple policies using research skills and consults with stakeholders</p> <p>Provides feedback on draft policies</p>	<p>Understands the purpose of policies</p> <p>Uses operational policies to guide their work</p> <p>Provides feedback on draft policies</p>	<p>Understands the reasons for decisions and recommendations</p>

	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Problem solving	<p>Anticipates potential problems and pre-empts required actions</p> <p>Continually liaises with key stakeholders to ensure full understanding of the issues</p> <p>Evaluates implemented courses of action and makes adjustments as required</p>	<p>Seeks all relevant information for problem solving</p> <p>Liaises with stakeholders Analyses issues from different perspectives and draws sound inferences from information available</p> <p>Identifies and proposes workable solutions to problems</p> <p>Implements solutions, evaluates effectiveness and adjusts actions as required</p>	<p>Seeks all relevant information for problem solving</p> <p>Investigates and probes for the facts Liaises with stakeholders</p> <p>Analyses issues from different perspectives and draws sound inferences from information available</p> <p>Identifies and proposes workable solutions to problems</p>	<p>Seeks information needed to solve work problems</p> <p>Identifies and proposes practical solutions to problems</p> <p>Implements and adjusts solutions when endorsed by manager</p>	<p>Explains a problem and helps find a solutions</p>
Resource management	<p>Oversees development and management of complex budgets with multiple cost centre managers</p> <p>Anticipates and manages risks Negotiates for necessary resources from corporate budgets and other sources</p> <p>Ensures value for investment is achieved</p>	<p>Develops and manages complex budgets</p> <p>Negotiates for resources</p> <p>Monitors expenditure against budget projections Plans for and manages risks</p> <p>Ensures the use of honest, transparent and appropriate purchasing processes</p>	<p>Prepares and monitors expenditure against budgets</p> <p>Raises resource issues in a constructive and solution-focussed way</p> <p>Uses honest, transparent and appropriate purchasing processes</p>	<p>Accurately estimates resource requirements for particular tasks</p> <p>Monitors and keeps accurate records of resource use</p> <p>Maintains formal records required for resource management</p>	<p>Identifies and uses resources wisely</p>
Conflict management	<p>Negotiates agreed actions to deal with problem</p> <p>Listens to, and acknowledges that the concerns of others have been heard</p> <p>Clarifies the problems and seeks options to resolve</p> <p>Actively deals with conflict to achieve a timely and pragmatic resolution</p>	<p>Listens to and acknowledges that the concerns of others have been heard</p> <p>Clarifies the problems</p> <p>Seeks and evaluates options to resolve problem</p> <p>Negotiates agreed actions to deal with problems</p>	<p>Listens to, and acknowledges that the concerns of others have been heard</p> <p>Clarifies the problems Seeks options to resolve conflict</p> <p>Negotiates agreed actions to deal with conflict</p>	<p>Considers other's points of view</p> <p>Understands that there are different ways of interpreting words and actions</p> <p>Constructively communicates concerns and issues</p>	<p>Can accept other points of view</p> <p>Treats people with respect</p>

4.4 Other Knowledge and Skills

	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Written communications	<p>Identifies key messages and information required for decision making</p> <p>Provides advice on influencing and the needs of target audiences</p> <p>Provides advice on the content and style appropriate for audience</p>	<p>Prepares complex briefs, letters, emails and reports using clear, concise and grammatically correct language</p> <p>Edits written communications to ensure they contain the information necessary to achieve their purpose and meet audience needs</p> <p>Ensures appropriate style and formats are used</p>	<p>Prepares briefs, letters, emails and reports using clear, concise and grammatically correct language</p> <p>Ensures written communications contain necessary information to achieve their purpose</p> <p>Uses appropriate style and formats</p>	<p>Prepares basic letters, emails and reports using clear, concise and grammatically correct language</p> <p>Organises information in a logical sequence</p> <p>Includes content appropriate for the purpose and audience</p>	Prepares written work in a clear and concise way
Presentation skills	<p>Quickly makes a positive impression on others and comes across with presence and credibility</p> <p>Communicates orally in a manner which is clear, fluent and holds the audience's attention</p> <p>Prepares and delivers logical, sequential and succinct presentations</p> <p>Deals well with difficult and sensitive topics and questions</p>	<p>Quickly makes a positive impression on others and comes across with credibility</p> <p>Communicates orally in a manner which is clear, fluent and holds the audience's attention</p> <p>Prepares and delivers logical, sequential and succinct presentations</p> <p>Deals well with difficult and sensitive topics and questions</p>	<p>Prepares and delivers logical, sequential and succinct presentations</p> <p>Use clear and concise language</p> <p>Answers queries and creates an understanding of the presentation topic</p>	<p>Prepares and delivers short presentations using clear language and visual aids such as</p> <p>PowerPoint or printed material</p>	N/A Specialist Area
Project management	<p>Uses understanding of political sensitivities to actively champion the project</p> <p>Provides guidance and support to project managers to identify risks and overcome obstacles</p> <p>Quickly sums up complex options and recommends a clear way forward</p> <p>Monitors overall project performance against project plans</p> <p>Influences key stakeholders to support the project</p>	<p>Consults, liaises with and influences key stakeholders</p> <p>Produces detailed project plans where objectives are clearly defined and action steps for achieving them are clearly specified</p> <p>Monitors performance against objectives and manages project risks and issues</p> <p>Ensures project objectives are met</p>	<p>Produces project plans where objectives are clearly defined and action steps for achieving them are clearly specified</p> <p>Regularly communicates with, and supports, project team members</p> <p>Ensures project objectives are met by anticipating and managing potential and emerging issues</p>	<p>Maintains accurate project records</p> <p>Organises and coordinates project meetings</p>	N/A Specialist Skills

	Tier 1 CEO/Executive	Tier 2 Director/Operations Manager	Tier 3 Business Unit Manager	Tier 4 Team Leader/Shift Supervisor	ALL STAFF
Contract management	<p>Oversees the management of the contracts to ensure timelines, budgets and other objectives are met</p> <p>Resolves contract difficulties as required</p> <p>Ensures good working relationships exist between stakeholders</p>	<p>Uses fair, transparent and competitive purchasing processes</p> <p>Establishes clear and comprehensive contracts</p> <p>Establishes and maintains strong working relationships</p> <p>Actively monitors expenditure and risks and resolves problems where these arise</p>	<p>Negotiates and records various elements of contracts</p> <p>Monitors expenditure and service delivery against contract specifications</p> <p>Liaises with stakeholders</p>	<p>Understands contract management processes</p> <p>Prepares simple documents, manages records and processes</p>	N/A
Computer skills	Understands the purpose of, and is able to use, common software applications for word processing and email				
Advanced computer skills	<p>Uses a wide range of software application features for word processing, spreadsheets, etc.</p> <p>Assists others with problem-solving on word processing and related applications</p>				