



WCHN Capability Framework

Bringing out the best in Self and Others



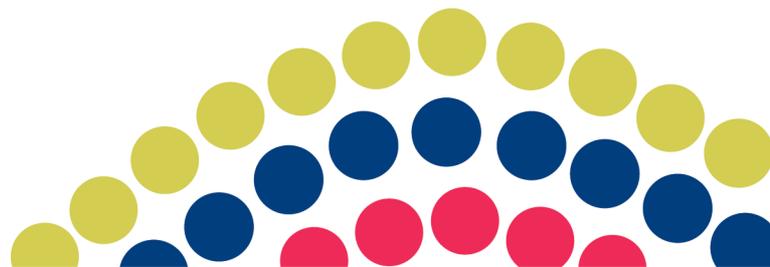
Government of South Australia

Women's and Children's Health Network



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Why have a Capability Framework?

To be a high performing, innovative and future-fit organisation that realises our vision of being “a leading and respected health network for women, babies, children, young people and their families”, we need to have highly capable people that can deliver a great outcome in line with our organisation’s values of CREATE Together.

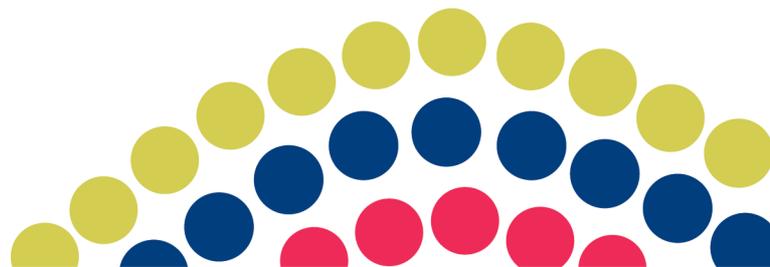
The Capability Framework is an extension of our CREATE values. It provides a set of behavioural competencies that describe the expectations we want demonstrated by all our staff. The competencies are then divided into 4 levels:

- Team Member
- Frontline Leader/Team Leader
- Manager
- Senior Leader

These define the behaviours and expectations required of each level and demonstrates a visible progression from Team Member to Senior Leader.

The table below provides the competency and its description that is relevant to all our staff.

Competency	Description
Leads Self & Others	Committed to own self- development and continuous learning, whilst supporting a diverse and inclusive culture.
Achieves Outcomes	Takes personal ownership and accountability to deliver agreed outcomes that align with WCHN’s strategic priorities and key enablers and responds to changing priorities in an agile and adaptive way.
Collaboratively Engages Others	Works effectively and respectfully with others as part of a team and/or across departments to achieve outcomes and ensure that staff, consumers and stakeholder interests are factored in to all organisation decisions.
Drives Innovation & Continuous Improvement	Works with a continuous quality improvement mindset that regularly considers and challenges the status quo to : <ul style="list-style-type: none"> • identify opportunities for improvement; and • recognise the benefits of responding to change in an agile way.
Systems Thinking & Decision Making	Systematically seek out and objectively analyses all the relevant information to establish the root cause and then make well informed, timely and sound decisions that are in the best interests of the organisation and our consumers.
Manages Finances & Procurement	Understands and applies sound financial practices and procurement processes that are in line with and meets budget and organisational requirements.



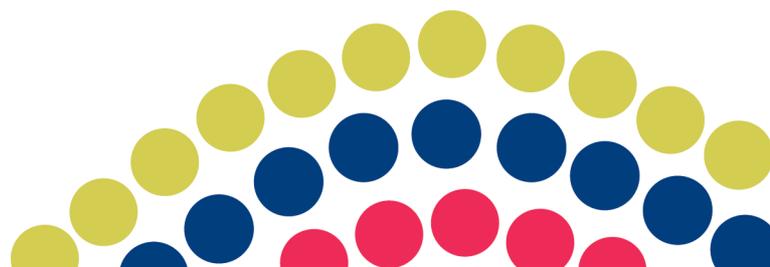
Competency	Description
Creates & Manages a Safe & Healthy Work Environment	Creates and applies sound Work Health & Safety (WHS) practices and is aware of physical and psychological health of self and others, ensuring the health, safety and wellbeing of others. To be proactive in identifying health and safety risks and take appropriate action to remedy them.
Risk Management & Governance	Sets and adheres to the organisation’s governance and risk management frameworks to ensure high ethical standards and practices are in place to protect the organisation and its staff, consumers and community.

Why do we need Competencies?

The Competencies provide structure and guidance for everyone within our organisation so that we can understand our roles and have clarity in what is expected of us in order to achieve our goals and deliver results. As they are based on our CREATE values the Competencies are a vehicle for continuing to support and build upon the culture we are working toward.

The table below outlines the features of our capability framework and the associated benefits.

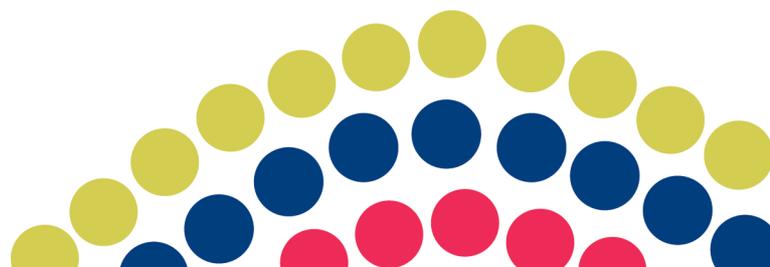
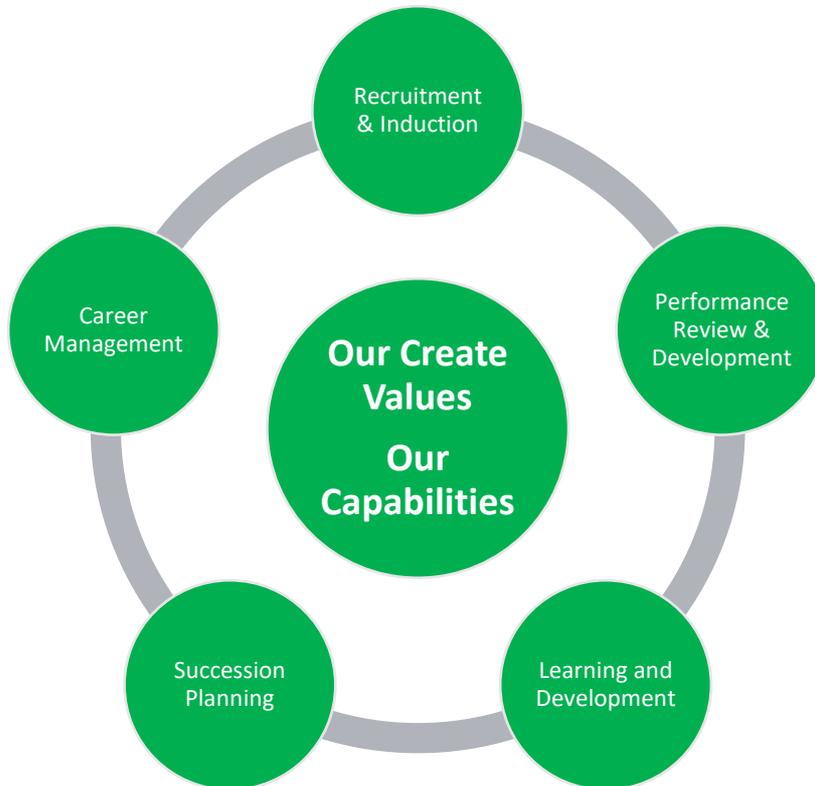
Features	Benefits
Competencies aligned with our CREATE Values	Consistent messaging throughout the business regarding our culture and behaviours that underpin the culture.
Competencies are cumulative, with each level building on the level below	Individuals can see where their development needs are against both their own role level and what level of competency would be required at higher levels. This informs career planning and development needs.
Greater clarity in behaviours for PR&D	Inclusion of the competencies in PR&D allows for greater objectivity in PR&D discussions between the leader and direct report. It focuses on the behaviours and provides clearer direction into a person’s development needs
Direct link to learning and development	Using competencies allows individuals to see where their development needs are, and directly line up both formal and informal development opportunities against them



Features	Benefits
Consistency in recruitment and selection	Using competencies in the recruitment process ensures that all applicants are assessed against the same criteria and that candidates are aware of the level of competency they need to demonstrate to be successful in the role.
Provide career planning guidance	As the competencies make clear the level of competency required at each level in the business, individuals can plan their development around gaining competency for that next step in their career

How are the Competencies used?

The Competencies form an integral part of the Human Resources and Organisational Development functions including: recruitment, induction, performance management, development, succession planning and career development.



Recruitment and Induction

The use of competencies in recruitment ensures that all applicants are being compared against the same competency based criteria. They allow for assessment of a competency to establish an individual's suitability for a role, rather than relying on information regarding how the individual gained that competency, i.e. through work experience or formal learning etc. Behavioural based interview questions based on the competencies have been developed to assist recruitment panels with their selection process and ensure greater consistency across the organisation.

In induction the competencies support the leader outline the expectations required as well as discuss any development areas identified during the recruitment process

Performance Review & Development (PR&D)

Using competencies in PR&D provides an objective approach to reviewing behaviours, and enables both the leader and the direct report to see the types of behaviour required at their level within the organisation as well as address any developmental needs in these areas.

Learning and Development

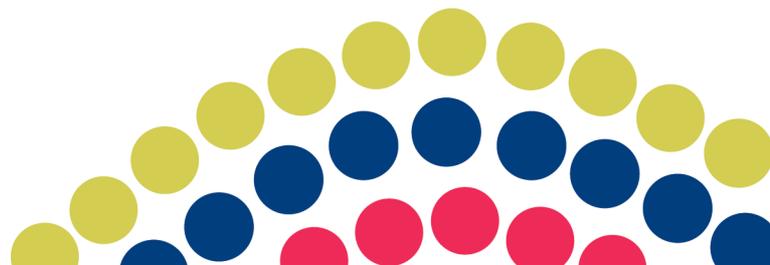
Competencies form an integral part of learning and development. They allow individuals to look at their current competency level and compare that against a desired competency level (e.g. for performance at an appropriate level for their current job role, or for performance at a higher level within the business) to identify what development needs they may have. In the future, and where applicable, the WCHN competencies will be linked to specific learning and development options based on the 70/20/10 approach (on job learning, coaching/mentoring, off job learning).

Succession Planning

Succession planning is the process of identifying and developing existing staff to potentially fill key roles within our organisation. This process ensures we have a pool of individuals who have the experience and capability to potentially step into more senior or specialised roles. Competencies in succession planning work in a similar way to learning and development, enabling an analysis of current and required competency at a particular level and targeted development for the individuals who have been identified.

Career Management

Career management is the process of career planning that involves individuals proactively setting their own career goals and formulating strategies to achieve them. Competencies assist individuals in career management as they provide a visible progression pathway that individuals can use to direct their career goals and development needs.



Competency Groupings and Levels

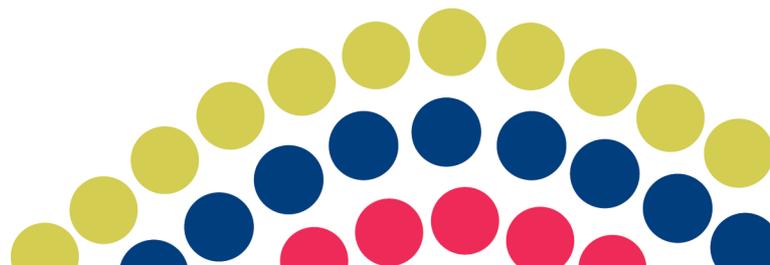
There are four competency groupings used to categorise roles at different levels within WCHN:



Descriptions of each level & tips for transitioning to another level

The following table describes the:

- qualities expected of each level; and
- qualities required for progressing from one level to the next.



Qualities for each Level

Qualities for transitioning to another Level

Team member:

- Take personal responsibility for your outcomes and tasks assigned to you
- Develop your knowledge and skills to complete your work with minimal supervision
- Build relationships with others to deliver results
- Be a supportive team player that shows initiative

Focus on:

- Shifting from getting work done to getting results through others
- Understand that making time for others is your responsibility
- Recognising the success of your direct reports
- Taking opportunities to learn leadership skills
- Taking on the mindset and demonstrating the behaviours of a leader

Frontline Leader/Team Leader:

- Achieve results through others, spending more time supporting others and less completing tasks
- Work on a variety of activities at the one time and manage the ambiguity and competing priorities
- Allocate time to coaching, guiding and developing others for success
- Build relationships up, down and across the organisation that benefit your team
- Plan for the present up to the next six months

Focus on:

- Moving from technical towards more leadership skills
- Pursuing a number of different projects/activities at the same time and making sure they remain connected
- Developing your capability to build and maintain relationships upwards, downwards and across
- Pursuing longer term operational/organisation planning of one to three years
- Taking on the mindset and demonstrating the behaviours of a mid-level leader

Middle Level Leader:

- Align leaders and teams with the strategic directions of the organisation
- Support your leaders to enable their teams to deliver excellent service
- Empower your leaders to decide how services can be delivered to realise strategic goals
- Invest time to coach, mentor and develop others
- Invest time in knowing and connecting with your people at all levels
- Develop plans for up to three years
- Value collaboration as essential for organisational success

Focus on:

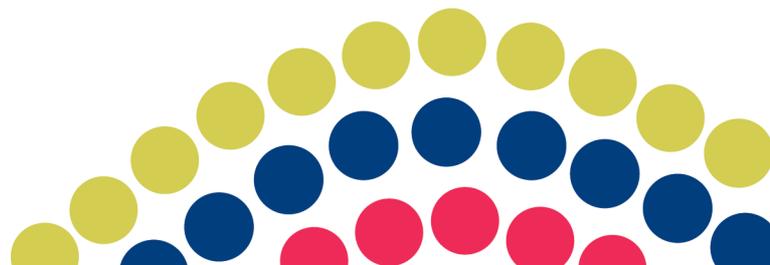
- Building strong teamwork among all workgroups to deliver organisational outcomes
- Developing talent within your workgroup and have some team members progress into other roles
- Developing your internal and external network to develop relationships and stimulate thinking for new ideas and methods for improving work practices
- Strategic thinking and greater exposure to longer term strategy work
- Influencing skills and in being 'politically savvy'
- Increasing self-awareness and personal development in areas such as mindfulness
- Finding a mentor/s

Divisional/Executive Director:

- Develop and deliver short and long term strategic goals of the organisation
- Delegate while taking personal responsibility for the success and shortcomings of your division
- Translate the organisation's long term strategy into tangible operational goals and objectives
- Manage the business units you lead while redefining and shaping the organisation
- Develop and maintain sound relationships and networks in and outside the organisation
- Ensure sound talent management practices are in place for sustainable performance
- Recognising and valuing the contributions of your people

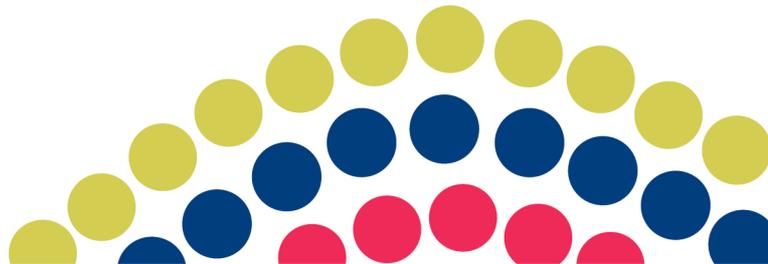
Focus on:

- Seeing yourself as a high functioning executive capable of leading complex and multiple areas of responsibility in demanding environments
- Developing leadership talent, particularly at senior levels
- Assessing your core capabilities and constantly seeking to learn and strengthen your leadership skills
- Working with a wider variety of people than ever before to challenge oneself and avoid becoming 'too comfortable'
- Continuous learning of self and development and mentoring/coaching of others
- Sharing your talent with community group/s



The WCHN Capability Framework

The following pages contain the organisation's Capability Framework which include the behaviours and expectations required for each of the four levels.



WCHN: CREATE - OUR VALUES and Competencies – What we stand for and How we do things	Behavioural Competency/Capability Descriptors (they are indicators)				
		Team Member <i>Administration/Support Services, Technical/Specialist, Professional, Specialist or Consultant role</i> (Level 1 RN/RM, Trainee Medical Officer, Junior Consultant Level 1-2 Allied Health)	Supervisor/Team Leader <i>Frontline Management/Supervising a team or workgroup, reporting to a Middle Level Leader</i> (Level 2 RN/RM, Senior Consultant (Medical), Level 3 Allied Health)	Middle Level Leader <i>Managing a team/s or provides Network Specialist services reporting to an Executive/Divisional Leader</i> (Medical Unit Head, Level 3/4 RN/RM, Allied Health Manager, Senior Organisational Consultant)	Executive/Divisional Leader <i>Managing a department/directorate, reports directly to an Executive Director/CEO</i> (Executive Director, Divisional Director)
Leads Self Committed to their own self-development and continuous learning whilst supporting a diverse and inclusive culture.	✓	<ul style="list-style-type: none"> Is aware of own strengths/weaknesses and improving oneself Regularly seeks feedback about own performance and acts on it Can be relied upon to do what they say Role models our CREATE values & team behaviours Shares information, advice and suggestions to help others be more successful Supports an inclusive culture that values diverse thinking and people from different cultural backgrounds Gives attention to own health and wellbeing 	<ul style="list-style-type: none"> Embraces and promotes diversity & inclusion in their team Recognises and actively participates in opportunities to learn and develop Sets challenging personal development goals Identifies diverse networks to increase development opportunities and understanding of different cultures and work practices Is prepared to make well considered decisions and learn from any mistakes made Is willing to constructively speak up to the 'right' person or group at the right time when they disagree with a decision/strategy 	<ul style="list-style-type: none"> Is adaptable and open to new and iterative ways or working Seeks feedback from multiple sources to grow and improve Role models self-development by regularly seeking out learning & development opportunities Is self-aware and sensitive to the attitudes and feelings of others Has confidence in one's own ideas and capability to be successful Is an active supporter and promoter of diversity and inclusion Readily adapts to new demands and ways of thinking Models openness and courage, saying what needs to be said and addressing difficult issues 	<ul style="list-style-type: none"> Seeks and engages proactively in learning opportunities and shares learnings with their team/s Proactively networks with leaders outside the organisation Willingness to take an independent position in the face of opposition Critically evaluates own performance and modifies behaviour accordingly Actively develops and implements diversity, inclusion and cultural safety strategies Develops and maintains sound relationships and networks in and outside the organisation
	✘	<ul style="list-style-type: none"> Lacks self- insight and/or is resistant to developmental feedback Fails to consistently deliver on promises and commitments Expects the leader to drive personal development needs Can display negative behaviours to the detriment of others 	<ul style="list-style-type: none"> Does not seek opportunities to development themselves and/or their team member/s Avoids self-development opportunities Can be indecisive due to a lack confidence in one's own ability Can be too self-critical with any mistakes made and can become risk averse 	<ul style="list-style-type: none"> Can be too rigid and inflexible to adapt quickly to changing circumstances Is comfortable in current role and reluctant to challenge oneself to take on a new role or new project Has a closed mind to development and believes you can't teach an 'old dog' new tricks! Passively supports diversity & inclusion by relying on others to do the work 	<ul style="list-style-type: none"> Rarely pursues own development opportunities and is very closed when it comes to sharing development feedback Does not anticipate future trends well and is slow in adapting to change Does very little networking, particularly outside the organisation Avoids dealing with challenging issues Limited reviews of diversity & inclusion performance

<p>Leads Others Contributing to and supporting the development and growth of others. It includes fostering an inclusive, diverse and constructive culture where people can thrive and be valued and recognised for their contribution.</p>	<p>✓</p>	<ul style="list-style-type: none"> Shows support and empathy to others as well as supporting their wellbeing Shares information, advice and suggestions to help others be more successful Embraces diversity and is inclusive by involving others in discussions and activities Seeks opportunities to help others in their work Participate positively in multi-disciplinary team discussions 	<ul style="list-style-type: none"> Provides helpful and constructive, behaviourally specific feedback to others Expresses confidence in others' ability to be successful Encourages and empowers team members to pursue opportunities to enhance and extend their learning and development Regularly meets with staff to review their progress and wellbeing Recognises the unique strengths of individual team members Ensures constructive performance conversations regularly take place and that effective development plans are in place and actioned for all team members Provides appropriate feedback concerning group and individual performance, including areas for improvement 	<ul style="list-style-type: none"> Makes time to develop relationships with their people/team Gives people assignments that will help develop their abilities Creates a sense of meaning for team members by connecting individual work to the greater purpose of the organisation Acts as a coach for leaders and encourages them to actively manage and drive their own development Coaches, develops and rewards team members based on their individual motivations and career goals Identifies, sponsors and nurtures talent within the team Celebrates accomplishments and recognises people who exemplify desired outputs and behaviours Actively promotes and pursues a diverse and inclusive culture within their workgroup and across the organisation 	<ul style="list-style-type: none"> Inspires a sense of shared purpose and direction to achieving organisational goals/strategy Builds cohesive, diverse teams and creates a working environment in which individual difference is valued and the benefits of diversity are leveraged Acts as a champion for developing a diverse, high performance talent pool Identifies future skills requirements and ensures development meets these needs Ensures Diversity and Inclusion strategies are in place to maximise peoples' talent and opportunities
	<p>✗</p>	<ul style="list-style-type: none"> Often withholds sharing information with others which undermines team effectiveness Fails to listen and evaluate diverse views without giving due consideration Can exclude other people from some team activities/discussions Lacks initiative taking and support for others 	<ul style="list-style-type: none"> Reluctant to delegate tasks to competent team members Feedback provided is primarily negative Avoids having difficult performance and behavioural conversations with individuals/team as a whole Does not regularly meet with team members (both formally & Informally) about their progress and wellbeing 	<ul style="list-style-type: none"> Unable to articulate the big picture, make it meaningful and link people's roles to it Doesn't understand team members aspirations and talents Doesn't seek to understand others perspectives or motivations Is too task focussed to invest time in identifying and developing talent Does not seek opportunities to recognise achievements of others Dis-empowers the team by micro-managing and not delegating projects/tasks that they are capable of performing 	<ul style="list-style-type: none"> Fails to connect with and engage hearts and minds of team members Doesn't anticipate capability requirements or develop and attract talent Spends too much time in managing day-to-day operations than empowering and coaching their leaders and other team members Does not proactively seek opportunities to coach/mentor others outside their workgroup

<p>Achieves Outcomes Takes personal ownership and accountability to deliver agreed outcomes that align with WCHN’s strategic priorities and key enablers and responds to changing priorities in an agile and adaptive way.</p>	✓	<ul style="list-style-type: none"> • Takes ownership and is committed to achieving agreed goals • Perseveres and overcomes obstacles to delivery • Meets deadlines and follows through on commitments • Is resilient and able to recover from difficulties and setbacks • Seeks clarification when unclear about expectations 	<ul style="list-style-type: none"> • Works with team members to set challenging and achievable goals • Creates an energetic work environment that is outcome focused and an enjoyable work environment • Plans tasks effectively and establishes measurable milestones in consultation with the workgroup • Holds self and others accountable for measurable high-quality, timely and cost-effective results • Outlines clear expectations of job requirements and behaviours for self and others • Keeps team members informed and up to date on plans and directions • Responds to changing demands and priorities in an agile manner 	<ul style="list-style-type: none"> • Sets clear performance standards and praises people for a job well done • Promotes accountability and empowers team to deliver quality objectives within time and cost targets • Motivates self and others to meet deadlines even in demanding timeframes • Develops plans to reach assigned objectives, including contingencies to ensure delivery • Is prepared and will have the ‘challenging’ performance conversation • When outcomes not achieved the focus is on quickly learning from mistakes and not play the ‘blame game’ • Demonstrates a passion for excellence and celebrates achievements. • Sets goals for self and others and holds self and others accountable for achieving them 	<ul style="list-style-type: none"> • Demonstrates the ability to establish and articulate purpose, mission, values and goals for the organisation that connect the work to be done with the greater purpose of the organisation • Motivates and inspires people by painting a picture of what the function/ organisation aspires to accomplish • Creates better ways of doing things that impact on key performance drivers
	✗	<ul style="list-style-type: none"> • Does the minimum to get by and / or works without regard to expectations • Doesn't seek to address problems or barriers • Accepting mediocrity • Makes excuses for why they haven’t achieved their objectives • Lacks initiative in attending to tasks 	<ul style="list-style-type: none"> • Has a low tolerance for pressure/ frustration and/or is unable to move on from mistakes and failures • Doesn’t follow due process or deliver to expected standards • Work is poorly planned, leading to re-work or wasted effort • Responds only to goals and expectations set by others • Is too accepting of below standard work and/or missed deadlines • Rarely recognises positive behaviour 	<ul style="list-style-type: none"> • Doesn’t outline clear expectations of excellence • Sets conservative or unrealistic targets and focusses on weaknesses • Is relaxed and has a casual approach about getting results and/or achieving objectives • Avoids having difficult performance conversations • Doesn’t hold self and/or the team accountable for its results • Is unable to inspire people about the higher meaning and purpose of the team's work 	<ul style="list-style-type: none"> • Establishes strategies or initiatives for the function that are not aligned with those of the organisation • Believes people are paid to work and no other encouragement should be necessary • Doesn’t invest much time in ‘promoting’ the organisation’s vision and strategy to its people

<p>Collaboratively Engages Others Works effectively and respectfully with others as part of a team and/or across departments to achieve outcomes and ensure that staff, consumers and stakeholder interests are factored in to all organisational decisions.</p>	<p>✓</p>	<ul style="list-style-type: none"> • Builds and maintains positive, collaborative relationships with colleagues, consumers, partners, suppliers and other stakeholders. • Understands how the organisation delivers value for consumers and is committed to customer service excellence • Is a team-player who keeps the greater good of the team, organisation and community front of mind • Seeks feedback to understand and respond to others' expectations and priorities • Develops strong collaborative relationships within own team as well as other teams • Takes time to get to know colleagues to build rapport and develop 'trusting' relationships • Encourages others to share ideas to develop a team approach 	<ul style="list-style-type: none"> • Seeks to build and maintain strong relationships with team members and stakeholders • Encourages collaborative problem solving • Works interdependently with other teams to deliver results • Recognises, listens and adapts to the diverse backgrounds, experiences and perspectives of others • Describes how the workgroup contributes to the short and long term organisational outcomes • Delegates work within the team to ensure achievement of organisational outcomes • Monitors progress in achieving team objectives • Leader encourages open and constructive debriefs 	<ul style="list-style-type: none"> • Promotes service excellence and connects the work of the team to outcomes for consumers • Provides communication links across the organisation and promotes collaboration and resource sharing between and across teams • Actively seeks opportunities for partnering and consultation with users of products or services and acts on consumer/staff feedback • Builds and leverages networks internally and externally to help achieve organisational outcomes • Removes barriers to successful collaboration and takes a constructive approach to resolve conflict 	<ul style="list-style-type: none"> • Builds a consumer focussed culture in which all team members are service oriented and aware of how their own work adds value for the organisation's consumers and stakeholders • Negotiates diplomatically and seeks to find compromises and mutually acceptable solutions • Builds and leverages strategic external networks • Navigates the organisational environment, using knowledge of the business and personal influence to tailor approaches and achieve outcomes • Manages stakeholders and provides communication links within and outside of the organisation, making sure the right people/ groups are involved
	<p>✗</p>	<ul style="list-style-type: none"> • Does not listen, consult or foster constructive two-way communication • Fails to ensure that consumer/stakeholder needs are understood and met • Is self-interested, hoarding knowledge and/or not seeking to build shared understanding or meet common goals • Follows his or her own path, not involving or collaborating with others • Reacts negatively/defensively to reasonable requests 	<ul style="list-style-type: none"> • Does not make the time to invest in developing and maintaining relationships • Relationships forged with others are not seen as genuine by other stakeholder/partners • Does not address conflict/tension that exists between team members • A lack of ownership exists between team members as they don't have a clear understanding of their role or the business direction • Team members are dis-empowered because project/tasks are not well delegated 	<ul style="list-style-type: none"> • Does not make service excellence part of the culture • Is insulated from the rest of the organisation, and doesn't work across Divisions or break down silos • Fails to understand consumer needs and to design team tasks and priorities accordingly • Does not leverage relationships to get things done • Fails to identify stakeholders across the whole organisation and builds resistance from lack of involvement 	<ul style="list-style-type: none"> • Does not establish strategic goals and objectives that engender consumer awareness and service excellence • Negotiates in a way that limits relationship growth • Does not expand their network or seek to influence internal or external stakeholders • Lacks political savvy and/or an ability to 'read the play' • Little consultation with partners or stakeholders before acting

<p>Drives Innovation & Continuous Improvement Works with a continuous quality improvement mindset to:</p> <ul style="list-style-type: none"> • identify opportunities for improvement; and • recognises the benefits of responding to change in an agile way 	<p>✓</p>	<ul style="list-style-type: none"> • Constructively challenges inefficiency and suggests improvements to work practices • Learns from and shares experience, and applies learning in new situations • Embraces and uses technology as a tool to enhance business processes • Demonstrates an openness to new ways of working • Responds positively to changing circumstances or expectations • Offers solutions not problems 	<ul style="list-style-type: none"> • Encourages and empowers the team to suggest solutions to improve the quality of systems and processes • Questions and challenges the current way of doing things • Maximises technology to improve services • Works cooperatively with others to produce innovative solutions • Coaches team members in applying continuous improvement tools and methodologies 	<ul style="list-style-type: none"> • Creates an environment which encourages new and divergent ideas, feedback and constructive challenge • Drives continuous improvement and facilitates learning from mistakes and past experiences • Problem-solves and implements improvements within existing resources • Implements systems to evaluate performance against agreed standards and continuous improvement targets • Identifies how potential improvements in work can affect downstream or upstream work • Is a positive, compelling and supportive leader of change • Regularly looks outside and across the organisation to identify improvement opportunities 	<ul style="list-style-type: none"> • Creates a safe environment for constructive challenge and encourages processes that highlight areas where improvement/ changes are needed • Sets transformational goals for the organisation and drives change programs to achieve current or future success • Looks outside of the organisation for benchmark comparisons and new ideas that are 'evidenced based' • Inspires staff to see the value and benefits of a continuous improvement and innovative culture
	<p>✗</p>	<ul style="list-style-type: none"> • Emphasises the problem not the solution • Opposes new ideas and resists change • Avoids or struggles to adopt new technologies or techniques • Is cynical or negative about change or new ideas 	<ul style="list-style-type: none"> • Regularly finds reasons not to change systems and processes • Can be too conservative and avoid controlled experimentation • Can be too reliant on traditional methods and not open to the possibility of more efficient work methods • Fails to encourage staff and colleagues to identify improvements 	<ul style="list-style-type: none"> • Doesn't challenge team to try out new and innovative approaches • Fears failure so doesn't experiment or take risks • Plays it safe and doesn't rock the boat • Doesn't leverage learning from mistakes and failures • Implements changes without considering the impact on other workgroups 	<ul style="list-style-type: none"> • Does not view failures as learnings, taking a punitive or defensive approach • Doesn't look outside of the organisation for points of comparison or ideas to apply internally • Content with a 'steady as she goes' approach to change • Fails to actively sponsor and be a role model for continuous improvement and innovation

<p>Systems Thinking & Decision Making Systematically seek out and objectively analyse all the relevant information to establish the root cause and then make well informed, timely and sound decisions that are in the best interests of the organisation and our consumers</p>	<p>✓</p>	<ul style="list-style-type: none"> • Considers problems and situations from different perspectives (eg impact on staff, consumers, cost) before making a decision & taking action • Escalates decision where required • Gathers available information and opinions to make informed decisions • Analyses information by breaking it down and identifying key issues • Recommends 'best for WCHN' solutions or courses of action based on information gathered • Considers consequences and flow-on effects when making decisions 	<ul style="list-style-type: none"> • Analyses problems thoroughly and identifies core issues before finding solutions • Looks beyond the obvious, recognises patterns and sees changing conditions • Understands the formal and informal decision making processes within the organisation • Brings creative solutions to complex problems • Responds to recurring problems by investigating the underlying causes and taking steps to eliminate them • Develops a range of solutions and tests likely outcomes • Coaches others on how to anticipate possible problems and develop contingency plans to avoid or go around them 	<ul style="list-style-type: none"> • Considers the flow on effect of decisions & actions on own workgroup as well other areas and collaborates with others to manage them • Manages uncertainty and incomplete facts to develop feasible and effective solutions • Anticipates emerging issues and changing contexts and develops timely strategies • Gathers information from diverse sources (clinical, financial, operational) to make good informed decisions • Coaches others on how to anticipate possible problems and develop contingency plans to avoid or go around them • Weighs the costs, benefits, risks and chances for success in making a decision 	<ul style="list-style-type: none"> • Efficiently integrates and evaluates complex information • Makes sound business decisions in ambiguous circumstances • Makes decisions with regard to broad impacts and consequences internally and externally. • Anticipates emerging issues and changing contexts and develops timely strategies • Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues and ensure that decisions are made • Delegates decision-making responsibilities to the appropriate level and holds decision makers accountable for the results of their decisions
	<p>✗</p>	<ul style="list-style-type: none"> • Works with a narrow range of data/information, not seeking additional input or alternate data sources • Takes information at face value • Makes decisions in isolation • Doesn't adequately consider consequences and broader impacts 	<ul style="list-style-type: none"> • Jumps to conclusions or makes decisions without due consideration • Doesn't read the situation or demonstrate agility of thinking • Is not able to demonstrate clear rationale for decisions • Can be too indecisive causing frustration for others 	<ul style="list-style-type: none"> • Makes decisions independently of other areas that are affected • Takes too long to make decisions when circumstances are ambiguous • Fails to apply sound logical and analytical thinking to make sound decisions • Does not go out of their way to proactively coach others and understand clear systems thinking 	<ul style="list-style-type: none"> • Takes too long to integrate new information and/ or struggles with complexity • Has difficulty applying sound decision making capabilities in the absence of complete information or ambiguous facts • Doesn't think through broad impacts and consequences for other parts of the organisation or the external environment • Is regularly caught off guard by changing external circumstances/ rushing to catch up • Gets involved in low level decisions that other leaders are responsible for

<p>Manages Finances & Procurement Understands and applies sound financial practices and procurement processes that are in line with and meets budget and organisational requirements.</p>	<p>✓</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of financial practices involved in managing own work • Efficiently uses resources provided and challenges inefficiency • Understands how the organisation delivers value for consumers at lowest sustainable cost 	<ul style="list-style-type: none"> • Is focussed on delivering services that are in line with budget targets • Considers financial risks and wider impacts on others when making decisions • Understands and applies sound financial principles to own area of business • Works in accordance with the organisation’s procurement processes 	<ul style="list-style-type: none"> • Effectively monitors and manages work area budgets • Rigorously challenges business spend/ budget • Gives priority and focus to strategies that maximise sustainable outcomes • Applies sound commercial judgement in areas that optimise the use of time and resources (internal & external) • Understands and utilises accepted financial planning models • Ensures leaders and their team/s follow the organisation’s procurement processes • Shares financial performance with their team/s • Ability to develop sound business case/s 	<ul style="list-style-type: none"> • Identifies and evaluates commercial opportunities for the organisation and our community • Sets priorities and strategies that maximise sustainable value • Implements the strategic plan and ensures it is cascaded to all levels and delivered in a cost effective manner • Builds contingencies to reduce financial risk to the organisation • Ensures sound procurement practices are in place and applied to provide best value to the organisation
	<p>✘</p>	<ul style="list-style-type: none"> • Shows little understanding of how the financial performance of the department is measured • Is not cost conscious / Acts with little regard to cost constraints • Can make decisions in isolation without considering the impact on other areas • Wastes money or resources 	<ul style="list-style-type: none"> • Rarely achieves outcomes on budget • Does not align resources to achieve outcomes in the most efficient way • Does not consider flow on effects and impacts on broader business goals 	<ul style="list-style-type: none"> • Fails to appropriately budget, does not review or challenge spend • Rarely conducts a business case or cost benefit analysis for new initiatives • Doesn’t keep up to date with important information about industry trends • Permits inefficient use of resources or accepts poor value for money • Does not regularly monitor that the team is working in accordance with procurement practices • Has at times gone outside procurement processes that has put the organisation at risk 	<ul style="list-style-type: none"> • Operates without due regard to impacts from the external business environment • Implements strategies/ programs without due consideration of risk and return • Does not use trend data to come up with solutions that will meet the long term needs of the organisation • Poor alignment between delivering the strategic plan and the budget

<p>Creates & Manages our Risk, Governance and Safe & Healthy Work Environment (WHS) Creates and applies sound Work Health & Safety, Governance and Risk Management practices and frameworks to ensure high standards and practices are in place to protect the organisation and its staff, consumers and community</p>	<p>✓</p>	<ul style="list-style-type: none"> Willingly complies with organisational directives, standards and expectations regarding business processes and personal conduct Evaluates and minimises, reduces or removes risks Is fully aware of the importance of adhering to privacy laws Identifies hazards in the workplace, assesses risks and implements appropriate controls Takes a genuine interest and concern for the wellbeing of others and provides support where Role models safety and wellbeing in the workplace appropriate 	<ul style="list-style-type: none"> Has a sound understanding of the organisation's risk profile and governance frameworks Is very conscious about the affect their decisions can have on the organisation's ethical standards and reputation Engages the team in identifying, assessing and managing risks in their workgroup Ensures adherence to safety and wellbeing policies and practices within the team 	<ul style="list-style-type: none"> Builds awareness of legal, regulatory and compliance requirements and spends time making sure people adhere to expected standards Monitors performance against compliance targets Sets high standards of performance and ethical practices Ensures others conduct business in line with the organisation's high standards of performance and reputation Establishes and maintains procedures for identifying hazards and assessing and controlling risks Role models and actively drives safety culture and standards Addresses poor compliance and/or unsafe behaviour 	<ul style="list-style-type: none"> Manages compliance with regulatory, legislative and organisational standards Shows a united front and consistent support for organisational decisions and programs Role models exemplary behaviour in this area and its reputation for high ethical standards with stakeholders and the community Ensures and applies sound risk management strategies and practices are in place Demonstrates a commitment that WHS is the number one priority for our staff, consumers and our stakeholders Reviews and monitors our WHS culture by measuring our performance against agreed benchmarks and improve our strategy
	<p>✘</p>	<ul style="list-style-type: none"> At times ignores rules and processes Acts in a way that reinforces divisiveness and narrow perspectives Sharing confidential/personal information with people not involved Avoids addressing poor/inappropriate safety practices of others Inconsistently applies safe work practices that compromises their safety as well as others 	<ul style="list-style-type: none"> Takes a relaxed approach to WHS, compliance with laws, policies and regulations Can compromise ethical standards without considering the affect these decisions can have on the organisation's reputation within the community Lacks drive and energy to proactively promote and reinforce the importance of WHS Is willing to compromise safety standards to achieve an outcome 	<ul style="list-style-type: none"> Does not invest in communicating, supporting or monitoring expected standards Takes a risk averse rather than a risk conscious approach Does not consistently encourage, empower, challenge or model safety standards and behaviours Does not proactively monitor and track safety performance 	<ul style="list-style-type: none"> Tolerates or neglects to address unethical or irresponsible behaviour Publicly or covertly undermines organisational decisions Does not express confidence in or back decisions made by team Risk management strategies are not regularly reviewed Focused more on compliance than developing a strong WHS culture Finds it difficult to engage others to embrace WHS in a compelling way