Bendigo Health
Staff Capability Statement

2018

Excellent Care. Every Person. Every time.

Contents

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: Excellent Care. Every Person. Every Time.

Our opportunities:
- Meeting and exceeding our consumers' expectations.
- Building the best workforce.
- Partnering with our region.

Our strategic goals:
HEALTH
- Improving how we engage with our consumers to access the information they need to make better health choices.
- Responding to the needs of our community to deliver appropriate care and services.

ACCESS
- Providing care and services when and where they are needed.
- Building our leadership role in delivering care and services in partnership with our region's health services.

CARE
- Using the consumer and carer experience to improve our care and services.
- Delivering safe and effective care and services.

OUR PEOPLE
- Providing a positive work environment for staff, volunteers and supporters to feel valued, safe and supported to work together in delivering excellent care and services.

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

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

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

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

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

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

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

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	Identifies key messages and information required for decision making Provides advice on influencing and the needs of target audiences Provides advice on the content and style appropriate for audience	Prepares complex briefs, letters, emails and reports using clear, concise and grammatically correct language Edits written communications to ensure they contain the information necessary to achieve their purpose and meet audience needs Ensures appropriate style and formats are used	Prepares briefs, letters, emails and reports using clear, concise and grammatically correct language Ensures written communications contain necessary information to achieve their purpose Uses appropriate style and formats	Prepares basic letters, emails and reports using clear, concise and grammatically correct language Organises information in a logical sequence Includes content appropriate for the purpose and audience	Prepares written work in a clear and concise way
Presentation skills	Quickly makes a positive impression on others and comes across with presence and credibility Communicates orally in a manner which is clear, fluent and holds the audience's attention Prepares and delivers logical, sequential and succinct presentations Deals well with difficult and sensitive topics and questions	Quickly makes a positive impression on others and comes across with credibility Communicates orally in a manner which is clear, fluent and holds the audience's attention Prepares and delivers logical, sequential and succinct presentations Deals well with difficult and sensitive topics and questions	Prepares and delivers logical, sequential and succinct presentations Use clear and concise language Answers queries and creates an understanding of the presentation topic	Prepares and delivers short presentations using clear language and visual aids such as PowerPoint or printed material	N/A Specialist Area
Project management	Uses understanding of political sensitivities to actively champion the project Provides guidance and support to project managers to identify risks and overcome obstacles Quickly sums up complex options and recommends a clear way forward Monitors overall project performance against project plans Influences key stakeholders to support the project	Consults, liaises with and influences key stakeholders Produces detailed project plans where objectives are clearly defined and action steps for achieving them are clearly specified Monitors performance against objectives and manages project risks and issues Ensures project objectives are met	Produces project plans where objectives are clearly defined and action steps for achieving them are clearly specified Regularly communicates with, and supports, project team members Ensures project objectives are met by anticipating and managing potential and emerging issues	Maintains accurate project records Organises and coordinates project meetings	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	Oversees the management of the contracts to ensure timelines, budgets and other objectives are met Resolves contract difficulties as required Ensures good working relationships exist between stakeholders	Uses fair, transparent and competitive purchasing processes Establishes clear and comprehensive contracts Establishes and maintains strong working relationships Actively monitors expenditure and risks and resolves problems where these arise	Negotiates and records various elements of contracts Monitors expenditure and service delivery against contract specifications Liaises with stakeholders	Understands contract management processes Prepares simple documents, manages records and processes	N/A
Technology and tools	Maintains a level of currency regarding emerging technologies and how they might be applied to support organisational outcomes Evaluates and makes recommendations on technology solutions to improve the efficiency and effectiveness of the organisation	Identifies ways to leverage the value of technology and achieve work efficiencies, using the workplaces' existing technology Promotes the use of new technologies to strengthen the organisation and improve business practices	Guides and supports the implementation of technology in their area of work Provides suggestions in regards to technology enhancements and updates Develops policy and procedural documentation for use of the technology in the work area	Applies sound knowledge of technology and software applications relevant to role Supports the use of new technology and develops skills to master new technologies	Uses technology and software applications effectively in accordance with task requirements
Computer skills	Understands the purpose of, and is able to use, common software applications for word processing and email				
Advanced computer skills	Uses a wide range of software application features for word processing, spreadsheets, etc. Assists others with problem-solving on word processing and related applications				