

Capital Health Network Competency Framework:

The CHN competency framework is a way in which we, as an organisation, can define and communicate the competencies that are required in our workplace. They are the combination of observable and measurable knowledge, skills, abilities and behaviours that contribute to enhanced employee performance and ultimately result in organisational success. They focus on 'how' tasks are achieved, not 'what' is achieved.

Competencies

Competencies provide guidance for employees about the knowledge, skills, abilities and behaviours that are consistent with the organisation's purpose, objectives and culture. They assist to create a shared understanding of what is needed and expected in the work environment.

Our competencies focus on CHN's culture and values – the way we do things. CHN has developed competencies that support and facilitate achievement of organisational strategy and objectives. They focus on how results are achieved within the organisation.

Competencies differ from competence, which relates to tangible knowledge and skills relating to a particular job or task (normally covered in the skills and knowledge section of a position description). Competencies are described in terms of behaviours that are key to effective performance.

These competencies are not designed for rigid assessment and for best results should be used as a guide.

Benefits of applying the competencies

There are benefits for employees and for CHN to apply these competencies to our Human Resource Management (HRM) processes.

For employees, the competencies:

- establish the framework for many HRM processes including attraction, performance feedback and learning & development.
- provide indicators of the behaviours expected as employees increase in experience, skill and ability during their time with the organisation.
- facilitate and support performance and professional development conversations between manager and team members.
- align individual and collective efforts with strategic objectives and business plans.

For CHN, the competencies:

- ensure the workforce needed to meet the challenges of the future.
- assist the prioritisation of learning and development needs against limited financial resources.
- develop leadership capability across the organisation.

Strategic connections

The ambition for the CHN Strategic Plan 2019-2024 is to work in and for *an effective and connected primary health care system for everyone in the ACT*. We do this by seeking better health; better care; a better supported workforce; and better value.

The CHN competencies help us to achieve these outcomes by supporting staff attraction, development and engagement in line with strategic direction and organisational objectives.

Components of Capital Health Network's Competency Framework

The two components of the Capital Health Network competency framework are:

1. *Competencies* – a set of expectations that result in workplace knowledge, skills, abilities and behaviours expected of all employees at Capital Health Network irrespective of their level or function. Each competency has broad descriptors for the *core* knowledge, skills, abilities and behaviours that all employees are expected to display and the *advanced* knowledge, skills, abilities and behaviours more senior or experienced employees need to display.
2. *Functional Competencies* – the job specific knowledge, skills and abilities needed to fulfil the requirements of each person's position.

Competencies:

Strategic thinking: *We use our foresight and environmental awareness to add value.*

Resourcefulness: *We generate evidence-based solutions.*

Relationship management: *We invest in strengthening internal and external relationships.*

Data Literacy: *We navigate data systems and protect data assets.*

Cultural Competency: *We understand, appreciate and cooperate with all cultures and beliefs.*

Embracing ambiguity: *We rise to the challenge of uncertainty and the unknown.*

Leading: *We each play a leadership role.*

Functional competencies:

Functional competencies are those job specific knowledge, skills and abilities required for individual job functions. They may reflect required qualifications, specialist technical knowledge, specific experience or fields of expertise. Functional competencies can be found in the position description for each function.

How competencies are used at Capital Health Network.

Competencies are used to support HR practices at all stages of the employment relationship:

Role Planning - As competencies are indicative of the skills, abilities and behaviours required, they can be contextualised to address the strategic priorities, workplace requirements and performance imperatives for individual functions. In collaboration with their team member, managers will identify what the required competencies mean for the team member's.

Recruitment – applicants are assessed against the expected behaviours to determine their suitability for a particular job. Once a new employee commences, the identification of specific competency behaviours needed for the role will be part of induction and orientation and are used by managers to affirm organisational expectations.

Competency Based Performance Feedback - competencies help establish performance and behavioural standards against which staff are assessed and receive feedback. Competencies are used to inform ongoing performance expectation conversations by identifying the key skills, abilities and behaviours that are important for success in the role. In turn, the manager and employee can then agree on what and how work is to be delivered.

Learning and development – Each staff member has an individual learning and development plan. These plans might incorporate learning and development for an employee in competency-based areas. It will also help management identify organisation wide learning and development opportunities to address current or future strategic needs.

Review and modification of competencies

This framework is not designed to be static. Rather it is a living document that will be discussed, refreshed and modified to address the identified emerging needs of the organisation. The functional competencies will evolve over time as the job specific know-how and skill requirements for individual job functions develop and grow.

Glossary of the participants in Competency Based Performance Management:

Employees: all staff of Capital Health Network excluding contractors, GP Advisors and Community HealthPathways Clinical Editors. Each employee fulfils a function for Capital Health Network (i.e. a role)

Line Manager: the person who has direct day to day management responsibilities for one or more employees.

Competency Based Performance Management Process Map

Below is a brief explanation of the performance feedback processes. The competencies form an integral part of the process as they underpin all elements of the performance feedback paperwork from position descriptions through performance planning processes, establishing learning and development plans and providing performance feedback.



Competencies

Competencies are the combination of the knowledge, skills and abilities required for successful job performance. We want to strengthen our competence by looking for ways to practice and apply relevant behaviours each day. Competencies at CHN are divided into *core* and *advanced* behaviours.

All core behaviours apply to all employees and advanced behaviours are applied to individual roles as appropriate.

Strategic thinking [We use our foresight and environmental awareness to add value.]

core

The organisation expects that all staff will be able to identify the activities and behaviours that meet the needs, priorities, and goals of the organisation. They will proactively monitor and interpret the environment we are working in to anticipate and prepare for various outcomes that may or may not occur. They will be able to adjust their thinking to take on new ideas and perspectives.

advanced

The employee with advanced strategic thinking is expected to be able to identify and consider variables, competing demands and organisational imperatives or constraints in the development of strategy. They have the foresight to be able to anticipate strategic risks and consequences and can draw new insights or foster rigorous, quality and agile decision-making. They can blend divergent agendas to have everyone work towards a common goal. They can recognise measures of success and view success and failure as sources of critical insight. They can translate strategic objectives to team goals and plans for others.

Resourcefulness [We generate evidence-based solutions.]

core

CHN expects that all staff will contribute to the generation of original ideas to both business as usual and new programs or processes. They will think about problems with a collaborative and broad-minded approach to generate creative solutions. They can recognise an opportunity and use evidence and innovation to develop ways to take advantage of it. They bring an attitude of openness and curiosity to their work by being flexible and open to new approaches and practices. They set challenging goals for themselves and take personal responsibility for achieving them.

advanced

The employee with advanced resourcefulness is expected to look for better and significant unique value-based ways for CHN to be successful through improved productivity, efficiency, responsiveness or influence. They will use ingenuity, creativity and analytical skills to contribute solutions to complex problems. They adapt their work methods in support of quality improvement initiatives and engage in continuous learning and critical thinking to promote their own growth. They are resilient in the face of obstacles and bring results-oriented drive to their work.

Relationship Management [We invest in strengthening internal and external relationships.]

core

CHN expects all employees to treat internal and external stakeholders with courtesy and consideration. They are focussed on understanding and addressing stakeholder needs and issues. They can articulate CHN's role and what we can contribute and are able to manage the expectations of external stakeholders. They draw others into collaboration by eliciting their ideas, engaging their cooperation and respecting their contribution. They can communicate thoughts and ideas clearly and effectively both verbally and in writing. They express their thoughts and ideas clearly, directly, honestly, and with respect for others and for the work of the team. They can be relied upon to contribute to their team to complete tasks, meet goals or manage projects and they share responsibility when their team experiences challenges or difficulties. They deal with other people in a professional manner and are willing to appropriately share their information, knowledge, and experience.

advanced

The employee with advanced relationship management is expected to build positive, productive and trusting relationships with all colleagues and stakeholders. They empower their colleagues by supporting the flow of knowledge and information throughout the organisation. They show stakeholders that their perspectives are valued and can adapt their response to accommodate stakeholder needs while achieving CHN's objectives or purpose. They can handle difficult people and situations by using proven communication and negotiation skills to ensure that everyone's viewpoint is heard and understood.

They have excellent verbal and written communication skills including being able to tailor messages, articulate complex concepts and write fluently and persuasively. They build valued and trusting relationships and seek to resolve confrontation and disagreements constructively. They support and encourage their team by actively listening to other's viewpoints, being

willing to adapt to or appropriately influence other people's working styles and capabilities and sharing their knowledge and expertise.

Data Literacy [We navigate data systems and protect data assets.]

core

CHN expects that all employees will have knowledge of different types of data and will understand the relevance and importance of data to the organisation. They have the knowledge and skills required to navigate relevant data systems to locate, access, organise and store data related to CHN's needs. They understand the importance of protecting CHN's data assets and comply with data security and governance measures and they understand the legal and ethical issues related to acquiring, using and sharing data. They have the knowledge and skills required to read, understand and interpret basic tables, charts and graphs and identify different themes and viewpoints in the data.

advanced

The employee who is required to have advanced data literacy is expected to use data for analysis, insight, decision-making and evaluation purposes. They can effectively manage CHN's data assets and seek to use data to identify innovative opportunities. They have the knowledge and skills required to think critically when working with data, deciding on measurement and information priorities and weighing the merit and impact of possible solutions and decisions. They know when data issues should be raised to the Data Governance Council for action or decision.

Cultural competence [We understand, appreciate and cooperate with all cultures and beliefs.]

Our employees can interact effectively with all people. They consider and respect the cultural needs of individuals and wider communities in the way they work and engage with stakeholders. They understand how decisions made by CHN can impact different cultural groups. They can successfully negotiate cross-cultural differences to accomplish practical objectives through their understanding and acceptance of others' cultural values, beliefs and attitudes. They acknowledge their own cultural assumptions, values and beliefs and understand that culture shapes how people view the world. They contribute to the implementation of the Cultural Competency and Embrace Frameworks. They understand and appreciate how difference can enhance creativity and collaboration to increase workplace productivity and engage others in meaningful, culturally competent ways that result in inclusive and collaborative decision making.

Embracing ambiguity [We rise to the challenge of uncertainty and the unknown.]

core

CHN expects that all employees will have the ability to effectively cope with ambiguity and uncertainty. They can anticipate the impact of change and use their ingenuity to adapt. They understand that information can rapidly change and that they will not always have the total picture or every detail. They are adaptable, flexible, and comfortable with change and can shift gears comfortably. They understand that mistakes will be made but do not allow this to paralyse their ability to make appropriate decisions. They accept changes in job requirements, schedules, or work environments and rise to the challenge of dealing with the unknown.

advanced

The employee with advanced skills in embracing ambiguity can comfortably handle risk and uncertainty while remaining calm and focused during time of change. They can deal with the stress of ambiguous situations. They can maintain productivity and guide others to cope effectively by empowering their colleagues to understand the freedom and limitations of the scope of their role. They understand that taking risks is necessary for CHN to continue to grow. They support their colleagues to recognise and mitigate the risks that come with uncertainty.

Leading [We each play a leadership role.]

core

CHN expects that all employees will understand how they can demonstrate their leadership capacity within their role and level of responsibility. They have a deep awareness of and take responsibility for their own behaviour and they respect the experience and expertise of others. They can influence others and are resilient when experiencing setbacks. They have the emotional maturity to listen to and understand other people's point of view, to confidently share their own perspectives

and look for win-win outcomes. They make decisions appropriate to their level of responsibility. They are good role models who display professional behaviours and are mindful of the impact of their words and actions on others.

advanced

The employee with advanced skills in leading will have a deep thirst for knowledge and a commitment to learning from others. They challenge themselves and their colleagues to reflect & think about their work and inspire and motivate team members to take positive action towards quality improvement. They resolve disagreements or confrontations constructively and tackle issues head-on when they arise. They manage performance and provide specific, constructive, timely, regular feedback to their team members including acknowledging hard work and efforts. They encourage and support team members to take opportunities to grow and consolidate their skills.