

Core Capability Framework

Core capability groups					
Personal attributes <i>Individual behaviours influenced by our values and ethical compass</i>	Build relationships <i>Shape and maximise relationships with colleagues, patients and the community</i>	Results focused <i>Drive and influence successful organisational outcomes</i>	Business enablers <i>Boost effective service delivery and champion change management</i>	Leadership and people management <i>Inspire, engage and develop our people</i>	Professional capabilities
Act with integrity Work in a professional and ethical way	Demonstrate community awareness Provide the highest quality service to meet community needs	Plan and prioritise Efficiently plan and prioritise workload and adapt to changing circumstances	Understand financial requirements Minimise financial risk through utilising transparent processes to deliver our services	Inspire and lead with purpose Communicate our vision, linking organisational priorities and goals to outcomes	
Live our values and embrace diversity Demonstrate our values through genuine behaviours, harnessing and promoting the diversity of others in all that we do	Work collaboratively Work together, value others contributions and seek partnership opportunities	Deliver results Achieve quality results using resources efficiently	Leverage technology Use available technology to maximise efficiency and deliver effective services	Manage through our values Create an organisational culture that reflects our values and beliefs	
Display self-awareness and motivation Display self-awareness and commitment to learning	Communicate effectively Communicate with others and resolve conflict through considered conversation	Demonstrate accountability Take responsibility for actions and be proactive to address governance and safety risks	Optimise resources Use resources effectively through service and workforce planning practices	Build and develop our people Develop a culture of continuous learning and development	
Show resilience and compassion Be flexible towards change and share views honestly and empathetically	Influence and negotiate Leverage information and resources to support effective decision making and negotiations	Drive innovation Create opportunities to develop unique solutions to problems	Manage change Drive and champion change to support business outcomes	Make sound and agile decisions Make solution-focused decisions using evidence, consultation and adaptability	

Step 1 – Identify core capabilities relevant to your level and development need in order to deliver on Gold Coast Health’s Strategic Plan

Step 2 – Identify professional capabilities relevant to your role, level and development need

Gold Coast Health values

<p>Integrity To be open and accountable to the people we serve</p>	<p>Community First To have the patient’s and the community’s best interests at heart</p>	<p>Excellence To strive for outstanding performance and outcomes</p>	<p>Respect To listen, value and acknowledge each other</p>	<p>Compassion To treat others with understanding and sensitivity</p>	<p>Empower To take ownership and enable each other to achieve more</p>
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Our four levels of leadership

<p>Leading self Everyone</p> 	<p><i>An individual at leading self connects how their abilities, attitudes and behaviours affect others and adjust them to achieve success</i></p> <p>An individual at the leading self level, displays the following attributes:</p> <ul style="list-style-type: none"> • is recognised as an individual who is grounded and clear on personal values and the expectations placed on them • acts authentically, shows integrity and admits when a mistake has been made • uses tools like self-reflection to identify strengths and areas to improve • is a contributor to team goals and organisational outcomes • focuses on personal development and demonstrates self-motivation • displays self-control and effectively manages time, priorities and decision making • understands how behaviours affect others and adjusts personal mindsets to be open and transparent with others in their team.
<p>Leading others Leader</p> 	<p><i>An individual at leading others coaches others; they are the key to others gaining the knowledge, skills and abilities in order to be successful</i></p> <p>An individual at the leading others level, displays the following attributes:</p> <ul style="list-style-type: none"> • is recognised across teams as a leader in their knowledge, skills and professional capability • supervises or leads a team of individuals irrespective of profession or level • supports and guides individuals or teams to achieve quality outcomes • makes independent decisions at an operational level • models behaviours reflective of our organisations values • is pivotal in ensuring work is completed through individual or team contribution • communicates with clarity and honesty.
<p>Leading leaders Senior leader</p> 	<p><i>An individual at leading leaders mentors other leaders and drives managerial expertise while inspiring and motivating others</i></p> <p>An individual at the leading leaders level, displays the following attributes:</p> <ul style="list-style-type: none"> • leads other leaders through the sharing of knowledge, skills and/or people management capability • is recognised as a senior expert in their field • manages a service area or unit, branch or service line • links strategic goals of Gold Coast Health with operational outcomes • is responsible for coaching and mentoring other leaders • drives transformational culture change through meaningful activities that include our people and community • develops strategies, long range goals and action plans that align with the organisation's vision • effectively communicates organisational priorities, plans, objectives and goals across the workforce.
<p>Leading organisation Executive leader</p> 	<p><i>An individual at leading organisation empowers others to become leaders, communicating the vision and goals of the organisation and motivating exceptional achievement</i></p> <p>An individual at the leading organisation level, displays the following attributes:</p> <ul style="list-style-type: none"> • champions positive culture and provides a vision of the future that inspires the workforce • acts as a critical strategic thinker, aligning operational deliverables and outcomes with our Gold Coast Health strategy • sets standards and leads a culture that values ethical behaviours • models the organisational values and leadership behavioural capabilities • communicates with influence and is sensitive to the political environment • displays an astute clarity of expression, communicating thoughts at every level of the organisation • responsible for making decisions for the greater good of the community and the organisation, not for personal ambition.

Personal attributes

Individual behaviours influenced by our values and ethical compass

Capability level	Act with integrity	Live our values and embrace diversity	Display self-awareness and motivation	Show resilience and compassion
Leading self <i>Everyone</i>	<ul style="list-style-type: none"> be honest, ethical and professional work within the limits of your role and delegation acknowledge mistakes and learn from them seek guidance and advice when required recognise and report misconduct, illegal behaviour and/or conflict of interest. 	<ul style="list-style-type: none"> acknowledge and embrace various experiences, perspectives, values and beliefs value diversity of thought and include everyone within the team be open and respectful to the contributions and ideas of others endeavour to understand the perspectives of others recognise the values and differences of people and the benefits diversity can bring to a team's culture recognise and acknowledge the achievements of others support a culture of diversity, trust, support and inclusion. 	<ul style="list-style-type: none"> look for opportunities to learn from the feedback of others be prepared to challenge yourself and take calculated risks work with your peers and leaders to find capability development opportunities be open to new opportunities to develop your capabilities that help you reach goals participate in performance management and capability development conversations and commit to a development plan. 	<ul style="list-style-type: none"> be open to new ideas and approaches ask questions and make suggestions with sensitivity can adapt well to changing situations don't give up easily when problems arise, stay calm to find the right solution listen and consider others when offering an opinion.
Leading others <i>Leader</i>	<ul style="list-style-type: none"> promote ethical and professional behaviour reflective of the code of conduct and our values role model and work within the boundaries of your role and delegation provide impartial and honest advice justify your own views when challenged take responsibility for mistakes and learn from them act on reported misconduct, illegal behaviour and/or conflict of interest issues. 	<ul style="list-style-type: none"> promote and encourage the importance of varied experiences, values and beliefs support organisational goals by leveraging individual difference and including diversity of thought in decision making activities recognise, encourage and include individual difference and working styles support initiatives that create an environment of inclusion recognise and acknowledge the achievements of others support the progression of talent throughout leadership pipelines. 	<ul style="list-style-type: none"> encourage others to seek opportunity to learn new skills and develop new capabilities show commitment to achieving challenging goals seek and respond positively to constructive feedback and identify areas of strength and improvement required demonstrate a high level of personal motivation and encourage this in others support and enable others to achieve their goals. 	<ul style="list-style-type: none"> demonstrate endurance, can adapt your approach to problems as needed maintain an optimistic outlook and focus on the learning in difficult situations sustain a high level of effort following setbacks withstand criticism from stakeholders and maintain composure when under pressure listen when your own ideas are challenged and support others when appropriate deal positively with uncertainty and cope effectively in an environment characterised by change.
Leading leaders <i>Senior leader</i>	<ul style="list-style-type: none"> drive a culture of integrity and professionalism across Gold Coast Health foster behaviours reflective of our values and the code of conduct align business process to public protocol and probity act as a role model for leadership courage, consistently raising critical and difficult issues accept accountability for mistakes made and ensure corrective action is taken address and act on identified breaches of illegal and inappropriate behaviour and/or conflict of interest issues. 	<ul style="list-style-type: none"> act as a positive role model communicating the value of workforce diversity for Gold Coast Health capitalise on the positive benefits that can be gained from workforce diversity include the differing work styles of others to enhance the operation and delivery of services anticipate when differing views and cultural perspectives may clash and adopt strategies to address these acknowledge and celebrate success support the development of activities relating to inclusion and diversity. 	<ul style="list-style-type: none"> capitalise on the varying strengths of individuals and adjust behaviours to match colleagues' expectations strive for continual learning and identify new challenges to extend your experience regularly seek feedback and translate critical feedback into performance improvements display self-insight of your own strengths and limitations foster a culture of learning and high achievement. 	<ul style="list-style-type: none"> demonstrate tenacity and persistence when championing initiatives cope with extreme and changing demands from numerous stakeholders and maintain focus on objectives maintain an optimistic outlook and focus on the learning in difficult situations remain relaxed, composed and focused during a crisis quickly recover from setbacks and maintain your momentum to sustain high levels of effort toward the achievement of outcomes response to high pressured situations is not emotional or negative.
Leading organisation <i>Executive leader</i>	<ul style="list-style-type: none"> display personal commitment to the purpose and philosophy of Gold Coast Health lead by example, presenting the highest standards of ethical and professional behaviour openly challenge personal and organisational breaches of values and standards empower people to report apparent breaches of conduct, address breaches of protocol and probity in a transparent manner expect and encourage all leaders to apply the same high standards. 	<ul style="list-style-type: none"> promote and communicate the value and importance of workforce diversity harness diversity service delivery outcomes adopt strategies to manage differing views and cultural perspectives create an environment of inclusion, fairness, equity, consistency and trust sponsor programs that celebrate and acknowledge high performance engage with strategic activities relating to inclusion and diversity. 	<ul style="list-style-type: none"> model the effective management of own personal and professional development use self-insight to identify strengths and areas for development regularly seek a range of feedback from others to identify development and performance gaps actively commit and advocate ongoing professional development and high achievement. 	<ul style="list-style-type: none"> demonstrate tenacity and persistence with initiatives that are of benefit to the community and the organisation quickly recover from setbacks and maintain momentum maintain an optimistic outlook and focus on the learning in difficult situations monitor your own emotional reactions, remaining calm and maintaining focus when faced with criticism and pressure demonstrate compassion and empathy when engaging with others display empathy and listen carefully to others.

Build relationships

Shape and maximise relationships with colleagues, patients and the community

Capability level	Demonstrate community awareness	Work collaboratively	Communicate effectively	Influence and negotiate
Leading self <i>Everyone</i>	<ul style="list-style-type: none"> demonstrate an awareness of healthcare services that are provided by Gold Coast Health take responsibility for operational delivery of quality services demonstrate respect, courtesy and fairness when interacting with our patients, clients and colleagues. 	<ul style="list-style-type: none"> work as a supportive and cooperative team member, sharing information and acknowledging others' efforts respond to others who need an explanation or direction on a job take the initiative to step in to help others when workloads are high keep your team and supervisor informed of work progress. 	<ul style="list-style-type: none"> focus on clear communication of key points limit the use of jargon and abbreviations actively listen to colleagues and patients leverage personal communication strengths and take account of others' needs contribute to team discussions and planning ensure stakeholders are kept informed of progress and issues. 	<ul style="list-style-type: none"> utilise known facts to support a point contribute to finding solutions that influence positive outcomes participate in discussions to resolve differences with others recognise issues that may lead to conflict and positively address the issues as they arise know when to raise an issue to seek advice to a solution work with your team to reach agreement on your own work schedule and priorities.
Leading others <i>Leader</i>	<ul style="list-style-type: none"> develop and maintain a network with others both internally and externally anticipate the needs of our patients and community, influencing and overseeing the delivery of prompt and professional services use appropriate strategies to resolve conflicts and complaints from patients and the community, addressing concerns quickly using appropriate controls and protocols. 	<ul style="list-style-type: none"> foster teamwork by working together and cooperatively; encouraging, recognising and rewarding those behaviours in others bring people together and ensure key stakeholders are involved in discussions encourage people's input and seek other contributions share information with key stakeholders internally and externally ensure progress and performance updates are shared across the team and upwards. 	<ul style="list-style-type: none"> translate information for others and focus clearly on communicating key points structure messages clearly and concisely, both verbally and in writing and limit jargon explain complex information using easy to understand language present information effectively, outline the effects and ensure key points are conveyed maximise personal communication strengths and recognise own limitations anticipate audience's responses and prepare to address concerns and objections tailor your communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> ensure that negotiations remain focused on the important issues acknowledge differences of opinion and address disagreements objectively offer convincing arguments to make a strong case without getting personal or aggressive identify potential compromise for everyone position your case without bias, acknowledging risks and potential disadvantages.
Leading leaders <i>Senior leader</i>	<ul style="list-style-type: none"> build and sustain relationships that provide a rich network internally and across the community show commitment to ensure the provision of prompt, efficient and responsive patient services both personally and through the actions of others establish cross-agency and community partnerships to address issues conceptualise the role of the organisation in the community and consider their expectations. 	<ul style="list-style-type: none"> develop cross divisional approaches to address issues establish an effective working relationship with the executive leaders communicate the importance of consulting with others and recognise when collaboration is necessary bridge differences in understanding between key stakeholders model effective team working behaviours overcome organisational silos encourage collaborative and cooperative work practices, recognising those behaviours in others. 	<ul style="list-style-type: none"> engage the audience, using contextual and relevant examples of key points to bring meaning to messages state the facts clearly, outlining the implications and ensuring key conclusions are conveyed explain complex information using language appropriate to the audience present messages confidently and select the appropriate method of communication for maximum effect understand comments made by others and ensure misunderstanding is addressed listen carefully to others and ensure their views have been understood anticipate reactions and prepare a response to address the audience's concerns. 	<ul style="list-style-type: none"> position your case by clearly highlighting its merit use various techniques to illustrate the argument persuasively share messages in a way that facilitates the desired outcomes identify when negotiations are stalling, and take proactive action to ensure effective resolution identify key stakeholders and seek their support early in the negotiation foresee potential outcomes and possible compromises required.
Leading organisation <i>Executive leader</i>	<ul style="list-style-type: none"> stimulate excellence in a service culture champion and drive a sense of shared purpose and direction to deliver prompt, efficient and responsive patient services leverage community relationships to drive change and deliver outcomes consider strategic options in conjunction with emerging trends and community expectations use informed judgement when incorporating areas of political sensitivity within state and national healthcare services seek to understand views and incorporate in organisational strategies accordingly. 	<ul style="list-style-type: none"> advocate and orchestrate cross-divisional cooperation and collaboration encourage stakeholders to work together recognise and capitalise on opportunities for mutual benefit leverage creative partnerships to develop strategic and operational requirements, underpinned by risk management principles work collaboratively and cooperatively and recognise and reward those behaviours in others establish effective relationships with the Minister and Gold Coast Health's Board and Senior Leadership Team. 	<ul style="list-style-type: none"> promote open communication throughout the organisation clearly communicate the big picture to a broad audience adapt your approach to the audience to optimise impact and understanding display empathy and listen carefully to others and check to ensure their view has been understood scan the environment and consider other advice to determine best approach for change to planned initiatives. 	<ul style="list-style-type: none"> approach negotiations with a strong grasp of the key issues anticipate, acknowledge and address disagreements to facilitate mutually beneficial solutions develop long-term, complex and multi-phased plans which influence others focus on the desired objectives and ensure negotiations remain on track use a variety of approaches tailored to different clients, stakeholders and stakeholder groups.

Results focused

Drive and influence successful organisational outcomes

Capability level	Plan and prioritise	Deliver results	Demonstrate accountability	Drive innovation
Leading self <i>Everyone</i>	<ul style="list-style-type: none"> take an organised and logical approach to your work discuss and agree your work plans, timelines and goals with your direct lead perform work under set guidelines and procedures regularly track your progress on work tasks and adjust work priorities accordingly provide input to the development of team work plans and goals understand your team's objectives and how your own work relates to achieving these. 	<ul style="list-style-type: none"> focus on your own performance, working under relevant standards and timelines seek direction when required and respond to changing priorities take the lead to progress work and identify improvements to processes identify resources needed to complete allocated work readily share your knowledge and support peers in skill development, providing positive and helpful feedback when necessary. 	<ul style="list-style-type: none"> take responsibility for your actions, acknowledge mistakes and learn from the experience be aware of your responsibilities and act within your level of authority be aware of team goals and their influence on day to day activities follow safe work practices and take reasonable care for yourself and others' health and safety escalate issues when they are identified using the provided tools and systems seek opportunities and additional responsibility to develop, learn and grow your capability. 	<ul style="list-style-type: none"> confirm work tasks to be done and identify any issues in completing these tasks identify and inform your supervisor of issues that may impact you achieving outcomes share ideas about ways to continuously improve work and solve problems suggest improvements to team and individual tasks, processes and procedures, looking for better ways to achieve the right outcome.
Leading others <i>Leader</i>	<ul style="list-style-type: none"> construct project and work plans that have clear appropriate goals and measurable objectives anticipate change and build contingencies evaluate projects to understand critical factors to achieve success monitor progression of projects, team achievements against work plans and goals manage priorities and agree to adjustments to achieve goals and objectives. 	<ul style="list-style-type: none"> deal positively with uncertainty and cope effectively in a changing environment identify and engage key people who will contribute to deliver the best results contribute to achieving team outcomes by sharing your knowledge, skill and ability to develop your team consult internal and external experts help others to adapt to change to ensure a smooth transition and deliver outcomes. 	<ul style="list-style-type: none"> evaluate your own and the team's work performance, identifying and sharing your learnings to determine future activities focus on aligning team priorities to organisational outcomes exercise delegations appropriate to role understand and apply relevant standards of financial probity while using public monies and resources implement safe work practices using systematic risk management approaches conduct and report on quality controls identify risks and implement control measures. 	<ul style="list-style-type: none"> research and analyse information, identifying common issues and making recommendations anticipate and address issues by selecting the most effective solution from a range of options coordinate and manage team initiatives to resolve common issues to achieve goals strengthen the team's creative problem solving through collaboration, consultation and inclusion provide and encourage a work place where the team can try new ways of doing something while not always getting it right.
Leading leaders <i>Senior leader</i>	<ul style="list-style-type: none"> lead a work environment that values achievement with a focus on delivering quality services enable the achievement of outcomes by identifying and removing barriers implement strategies to achieve operational efficiencies and improved performance develop organisational plans that define objectives and outcomes progress strategies that implement risk mitigation and contingency management. 	<ul style="list-style-type: none"> review the progress of key programs, staying focused on achieving outcomes consult internal and external experts to ensure you strive to effectively utilise resources to achieve results focus on sustainability to deliver effective results in the long term. 	<ul style="list-style-type: none"> develop strategies and work through contingencies to manage strategic risks monitor information channels to understand new issues of importance impacting healthcare services in the public sector implement, integrate and streamline strategies and processes to achieve operational effectiveness understand and operate within legal and public policy constraints and limitations take ownership for your decisions and accept responsibility design and develop systems to establish and measure accountability ensure accountability is practiced in line with organisational goals. 	<ul style="list-style-type: none"> leverage technology and implement continuous improvement activities develop and capitalise on innovative solutions to effectively resolve complex problems use results to position the organisation to capitalise on emerging opportunities and minimise threats engage in high-level critical thinking to identify connections between complex issues and solutions.
Leading organisation <i>Executive leader</i>	<ul style="list-style-type: none"> drive a culture of success and create a sense of urgency and commitment to achieve excellence in delivering our healthcare services manage urgent demands with measured and reasoned responses use professional standing in guiding others to take calculated risks to improve organisational performance demonstrate a drive to achieve beyond expectations. 	<ul style="list-style-type: none"> foster a quality focus across the organisation and accept accountability for achieving agreed outcomes optimise outcomes by anticipating and removing barriers to success scrutinise resourcing pressures and sponsor strategies to maximise outcomes advocate evaluation as a quality control to improve performance. 	<ul style="list-style-type: none"> identify relationships between issues and determine key implications for the organisation in the context of priorities translate our vision into meaningful performance expectations for internal and external stakeholders oversee the implementation of performance management and accountability frameworks throughout the organisation ensure the organisation has integrated, reliable information and knowledge management systems to support decisions promote a culture of accountability with a clear line of sight to organisational goals. 	<ul style="list-style-type: none"> draw on information, the latest research and alternative viewpoints to understand the impact of organisational policy, practices and decisions explore new ideas with an open mind weigh up options and apply sound judgement to develop realistic solutions for the organisation think conceptually about long-term opportunities and risks challenge the status quo to improve organisational effectiveness in delivering services.

Business enablers

Boost effective service delivery and champion change management

Capability level	Understand financial requirements	Leverage technology	Optimise resources	Manage change
Leading self <i>Everyone</i>	<ul style="list-style-type: none"> show an awareness that budgets are limited and can only be used for intended purposes appreciate the importance of accuracy in estimating costs, analysing financial data and recording transactions be aware of your financial delegations and the processes related to those delegations understand and comply with individual obligations to use all resources wisely and efficiently comply with legislative requirements regarding fraud awareness training. 	<ul style="list-style-type: none"> be familiar and confident in using office software applications and technology understand the function of the technology currently used in your role understand and comply with information, communication and document control policies, systems and security protocols comply with mandatory training regarding information technology. 	<ul style="list-style-type: none"> work with team members to make effective use of resources to maximise service outcomes work with team members to ensure a combined and accurate understanding of processes and practices for the work place work with team members to identify team expectations and standards with a focus on efficiency work with colleagues to achieve team goals and objectives. 	<ul style="list-style-type: none"> support and participate in change initiatives, assisting others to understand their purpose recognise your doubts about change in the workplace and be open to transparent conversations about your doubts recognise barriers to change, both yours and your colleagues, support each other to accept and facilitate change.
Leading others <i>Leader</i>	<ul style="list-style-type: none"> be familiar with financial terminology, policies and processes understand the impacts of funding allocations on team planning and budgets, including value for money expectations understand and apply financial auditing, reporting and compliance obligations according to your role accountability seek financial specialist advice and support when needed make decisions and prepare business cases paying attention to financial considerations. 	<ul style="list-style-type: none"> demonstrate a strong knowledge and use of technology relevant to the work unit identify opportunities to use a broad range of communication technologies to deliver effective messages use existing technology and identify ways to leverage its value in achieving team/unit goals support compliance with records, information and knowledge management requirements. 	<ul style="list-style-type: none"> initiate and develop goals and plans to guide the work of the team, aligning to organisational objectives allocate resources to ensure achievement of service outcomes ensure team members base their decisions on reliable and relevant information monitor success against expectations and take corrective action when required keep stakeholders informed about progress and achievements contribute to workforce plans that effectively distribute resources in delivering health services. 	<ul style="list-style-type: none"> actively promote change processes and engage in the communication of change initiatives across the workforce provide guidance, coaching and direction to others while managing uncertainty and change engage employees in change processes and provide clear guidance and support identify barriers to change, creating and implementing strategies to address these.
Leading leaders <i>Senior leader</i>	<ul style="list-style-type: none"> apply a thorough understanding of financial terminology, policies and processes to plan, forecast and budget for organisational outcomes model the highest standards of financial probity in allocating public monies understand and promote the role of sound financial management include specialist financial advice in reviewing and evaluating systems and processes to identify improvement respond to financial risk management audit outcomes, addressing areas of non-compliance. 	<ul style="list-style-type: none"> show commitment to the use of existing and new technologies in the workplace oversee the implementation of controls to ensure compliance with information and communications security maintain a level of currency regarding emerging technologies seek advice from appropriate technical experts to leverage information, communication and other technologies in achieving organisational outcomes implement and monitor appropriate records, information and knowledge management systems. 	<ul style="list-style-type: none"> create workforce and resource plans that effectively distribute organisational resources to achieve organisational goals plan for strategic use of human resources that link to wider organisational objectives and outcomes encourage others to strive for ongoing performance improvement align systems and processes to encourage improved performance and outcomes engage in flexible resource management to reach optimum service delivery and sustainability. 	<ul style="list-style-type: none"> clarify purpose and benefits of continuous improvement for employees provide coaching and leadership in times of uncertainty assist others to address emerging challenges and risks, generating support for change initiatives translate change initiatives into practical strategies, explaining these to employees and their role in implementing them endorse and oversee the implementation of structured change management models and practices drive the change agenda and influence organisational focus when required accept and embrace the ongoing nature of change.
Leading organisation <i>Executive leader</i>	<ul style="list-style-type: none"> advocate strategic management of financial and budgetary compliance and governance define organisational direction, priorities and business plans with reference to key financial indicators anticipate and communicate operational needs and support the most appropriate funding strategies inspire a culture which respects the obligation to manage public monies advocate effective governance to ensure the ethical and honest use of financial resources actively pursue financial risk minimisation strategies and plans to meet organisational outcomes. 	<ul style="list-style-type: none"> promote research and the engagement of expert advice on the application of emerging technologies advocate and drive the use of effective governance frameworks to enable efficient and effective application of information and communications technology cultivate a risk management culture where effective governance with information security requirements are applied sponsor the introduction of technology solutions that improve efficiencies to healthcare services and patient outcomes. 	<ul style="list-style-type: none"> cultivate an organisational structure that is aligned to the organisational goals and responds to changes over time advocate and promote strategic workforce and succession planning that support organisational sustainability, operational efficiency and flexible resource management endorse the alignment of workforce resources and talent with organisational priorities identify sustainable labour and non-labour resource appointments to deliver efficient business outcomes. 	<ul style="list-style-type: none"> inspire a continuous improvement agenda, defining high level objectives advocate employees support and commitment to announced change, directing planning and preparation for long term organisational change with a focus on the wider political, social and environmental context cultivate an organisational culture that actively seeks opportunities to improve anticipate, plan and address barriers to change at the organisational level openly question established approaches and acts on opportunities for change.

Leadership and people management

Inspire, engage and develop our people

Capability level	Inspire and lead with purpose	Manage through our values	Build and develop our people	Make sound and agile decisions
Leading self <i>Everyone</i>	<ul style="list-style-type: none"> support others to understand organisational direction contribute to the development of team goals and help others to do the same help team members understand how their work supports team and organisational goals and influences overall performance recognise and acknowledge team members achievements and successes. 	<ul style="list-style-type: none"> model expected behaviours identified in the code of conduct and our values contribute to decisions without favouritism or bias treat people fairly and equally respond flexibly to changing demands focus on excellence in delivering our services help others to identify development opportunities to increase capability. 	<ul style="list-style-type: none"> clarify and confirm expected behaviours in providing services contribute to developing yours and the team's capability to deliver services give support and regular useful feedback to others engage and participate in performance and capability development conversations identify and support learning opportunities for team members recognise your capability and performance improvement opportunities and seek advice and guidance. 	<ul style="list-style-type: none"> make and implement routine decisions on daily work in a timely manner consult and seek necessary information as a basis for your decisions identify issues and assess significance, take appropriate action to resolve the issue explore various possibilities and generate innovative solutions select the best option from a range of potential solutions; demonstrating how recommendations solve the key problems identified.
Leading others <i>Leader</i>	<ul style="list-style-type: none"> express a sense of purpose and coach others how to link organisational strategy with operational outcomes lead the implementation of strategies aligned to organisational goals encourage and lead collaborative initiatives to achieve goals recognise, acknowledge and reward individual and team achievements. 	<ul style="list-style-type: none"> lead by example and maintain high standards of professionalism and impartiality encourage individual behaviour according to the code of conduct and our values make recommendations based on evidence and without favouritism or bias deal positively with uncertainty and cope effectively in a changing environment act as a coach and mentor, working with others to facilitate continuous improvement. 	<ul style="list-style-type: none"> define and clearly communicate roles and responsibilities to achieve team outcomes share clear performance standards and expectations develop work plans that consider team capabilities, strengths and opportunities for development provide regular useful feedback to build strengths and achieve goals identify potential successors in supporting succession planning address and resolve team and individual performance issues, including under-achievement. 	<ul style="list-style-type: none"> make time sensitive decisions even when only limited information may be available acknowledge personal responsibility for outcomes of decisions made due to urgency make clear, well-reasoned decisions, balance intuition and reason to form effective judgements apply lateral and creative thinking to generate ideas and solutions and decide actions work effectively in situations of ambiguity and with issues that cannot be immediately resolved.
Leading leaders <i>Senior leader</i>	<ul style="list-style-type: none"> drive a sense of purpose and encourage others to understand links between organisational strategy and operational outcomes influence and oversee the implementation of strategies aligned to the organisation's vision and purpose build a sense of direction, clarify priorities and inspire others to achieve them work to remove barriers and communicate organisational standards and expectations create opportunities for recognising and celebrating high performance. 	<ul style="list-style-type: none"> drive a culture that exceeds expectations and upholds high standards of professionalism make informed and evidence based decisions, placing the goals of the organisation above personal ambition nurture talent and engage in succession planning; focusing on activities that support organisational and service sustainability. 	<ul style="list-style-type: none"> refine roles and responsibilities over time to achieve better business and service outcomes recognise talent and enable organisational capability development programs undertake succession planning activities to sustain business and service continuity provide timely, constructive and objective feedback to others address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way implement organisational performance development frameworks. 	<ul style="list-style-type: none"> make and implement decisions where required information is incomplete, contradictory and/or ambiguous make decisions having significant consequences which can withstand public scrutiny anticipate problems and address them quickly develop and capitalise on innovative solutions to effectively resolve complex problems implement ideas and approaches that will add value.
Leading organisation <i>Executive leader</i>	<ul style="list-style-type: none"> champion the organisation's vision and goals articulate and drive the implementation of strategies that align to the organisations vision and purpose cultivate a culture of confidence and trust in the future direction of the organisation generate enthusiasm and commitment to achieve sustainable and evidence based healthcare to the community share organisational philosophy sponsor programs that celebrate high performance and empowers people. 	<ul style="list-style-type: none"> advocate a culture that exceeds expectations and upholds high standards of professionalism cultivate impartiality, honesty and ethical behaviour as the norm make decisions without favouritism or bias place goals of the organisation above personal ambition drive a culture of success and foster a focus on excellence inspire and motivate others, empowering them to identify and take up development opportunities. 	<ul style="list-style-type: none"> advocate participation within an employee capability development framework sponsor executive capability development programs drive effective succession management practices to sustain workforce capability cultivate a culture of continuous learning and leadership development instil a sense of urgency around addressing and resolving performance issues, cascading this throughout the organisation. 	<ul style="list-style-type: none"> steer a culture of ethical and evidence based solutions; taking educated risks and making innovative and creative decisions champion initiatives with significant potential to the delivery of quality health services anticipate problems and address them by developing strategies and thinking through contingencies to manage long-term and strategic risks make and direct strategic decisions based on principles, values and sound business acumen.

Our Core Capability Framework

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Gold Coast Health
Human Resource Services
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