

# 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
<b>Act with integrity</b> Work in a professional and ethical way	<b>Demonstrate community awareness</b> Provide the highest quality service to meet community needs	<b>Plan and prioritise</b> Efficiently plan and prioritise workload and adapt to changing circumstances	<b>Understand financial requirements</b> Minimise financial risk through utilising transparent processes to deliver our services	<b>Inspire and lead with purpose</b> Communicate our vision, linking organisational priorities and goals to outcomes	
<b>Live our values and embrace diversity</b> Demonstrate our values through genuine behaviours, harnessing and promoting the diversity of others in all that we do	<b>Work collaboratively</b> Work together, value others contributions and seek partnership opportunities	<b>Deliver results</b> Achieve quality results using resources efficiently	<b>Leverage technology</b> Use available technology to maximise efficiency and deliver effective services	<b>Manage through our values</b> Create an organisational culture that reflects our values and beliefs	
<b>Display self-awareness and motivation</b> Display self-awareness and commitment to learning	<b>Communicate effectively</b> Communicate with others and resolve conflict through considered conversation	<b>Demonstrate accountability</b> Take responsibility for actions and be proactive to address governance and safety risks	<b>Optimise resources</b> Use resources effectively through service and workforce planning practices	<b>Build and develop our people</b> Develop a culture of continuous learning and development	
<b>Show resilience and compassion</b> Be flexible towards change and share views honestly and empathetically	<b>Influence and negotiate</b> Leverage information and resources to support effective decision making and negotiations	<b>Drive innovation</b> Create opportunities to develop unique solutions to problems	<b>Manage change</b> Drive and champion change to support business outcomes	<b>Make sound and agile decisions</b> Make solution-focused decisions using evidence, consultation and adaptability	
<b>Step 1 – Identify core capabilities relevant to your level and development need in order to deliver on Gold Coast Health’s Strategic Plan</b>					

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

## Our four levels of leadership

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

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

# Build relationships

*Shape and maximise relationships with colleagues, patients and the community*

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

# Results focused

## Drive and influence successful organisational outcomes

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

# Business enablers

Boost effective service delivery and champion change management

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

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

**Our Core Capability Framework**

**Developed by  
Gold Coast Health  
Human Resource Services  
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