



Guidance Notes

Background and purpose

A fit-for-future Competency Framework for all HIQA staff is key to achieving the next steps set out in our Corporate Plan while building on HIQA's culture and values. It provides a foundation to make many of the things we do easier and more consistent; for example how we define and articulate roles, how we recruit the right people, how we plan development with our staff and how we provide career options and pathways. These are the things that are and will become increasingly important for building and preparing our teams, engaging people to our organisation and successfully navigating the future.

This Competency Framework has been designed and developed with input and expertise from HIQA staff across the organisation. It is a bespoke framework that takes into account what is important in our work and for our people. This framework is not intended to be exhaustive and doesn't include all competencies, but rather is focused on the competencies that matter the most to HIQA and the work that we do.

Guiding principles

Our Competency Framework takes into account where we are as an organisation today and gives us room to stretch and grow. We expect that it will guide us in the coming years and be adapted as our strategic direction changes. This Competency Framework is relevant for, and aims to support, every HIQA staff member in their career journey with us.

HIQA competencies

A core purpose of the framework is to provide guidance around the competencies that we can all focus on and develop. The framework encompasses two types of competencies that are relevant for all HIQA staff regardless of their role or where they work in the organisation.

These are behaviours or '*behavioural competencies*' and technical skills or '*technical competencies*'.

These different competencies can be thought about as 'soft' and 'hard' skills. Both are equally important for our everyday work and we need opportunities to reflect on and develop both types of competency.

Seven core behavioural competencies and seven core technical competencies have been identified as important to achieving HIQA's strategy and building our culture. These form the basis of the framework and are illustrated in the visual overleaf. They are explained in brief here and described in more detail within this document.

Core behavioural competencies

1. Resilience
2. Integrity
3. Collaboration
4. Leadership
5. Customer focus
6. Good judgment
7. Results orientation

Resilience and ethical integrity are competencies that are important indicators of self-awareness and emotional intelligence. Collaboration and leadership are critical competencies for working effectively with others, including customers, stakeholders, partners, colleagues and direct reports. Customer focus, good judgment and a focus on results are important for getting high-quality outcomes from our day-to-day efforts. Together, these complement and build on HIQA's values.

Core technical competencies

1. Operational expertise
2. Evidence-based research
3. Information analysis
4. Communication
5. Resource management
6. Project management
7. Quality improvement

Each HIQA staff member will have a unique and different way of applying these competencies in their roles. Each part of HIQA is different and the requirements of our roles are different and so the way that these competencies come to life 'on the job' will be different. However, we all need competency in these areas and have opportunity to develop strength in all of them.

You can see our behavioural competencies set out on the left of the Competency Framework visual, and our technical competencies set out on the right.

Guidance Notes

We all need to develop the level of operational expertise required for our role in the organisation. We also all need to gather and analyse different information in our roles, and communicate with others verbally or in writing about our findings and conclusions. The way in which we do this varies between roles, for example between business support roles and regulatory roles. Similarly, we all must manage finite resources effectively, introduce change through structured initiatives or projects and ensure quality improvement occurs.

Proficiency

A second core purpose of this Competency Framework is to provide clarity regarding proficiency. This helps us to understand what different levels of competency look like in practice. The purpose of describing different level of proficiency is:

- to clarify the proficiency required for each role, which is especially important for recruitment
- to provide a consistent way to assess proficiency across our organisation and
- to identify areas of strength as well as development opportunities that can be discussed with team leaders and managers when planning development and career options.

Proficiency levels

This Competency Framework is based on three levels of proficiency that build on each other:

- **Proficient:** The level of competency required to carry out the core requirements of a role.
- **Skilled:** The level of competency required to carry out the core requirements of a role, and develop capability in others or demonstrate the competency in a more senior or complex role.
- **Master:** The level of competency required to carry out the core requirements of a role, develop capability in others, demonstrate the competency in a more senior or complex role and be seen as a role model in the organisation or field in that area of competence.

This document describes what *Proficient*, *Skilled* and *Master* look like for each competency. The listed indicators under each competency are a guide only. They are not exhaustive, nor are they a checklist to be ticked off.

Proficiency does not necessarily correlate with seniority in the organisation. It can, but doesn't always. For example, some of our technical roles at HIQA will require a high level of proficiency in evidence-based research, but the same level of proficiency may not be required for many of our senior roles.

Assessing proficiency

A self-assessment tool is included in this document and HIQA staff members are encouraged to use this in their development conversations with team managers. Each HIQA role description will have a required proficiency level across the 14 competencies. You can assess your own proficiency for each competency and ask your manager to do the same. Where you feel that you require additional development or support to assess as *Proficient*, you can use the *Emerging/Developing* option.

The primary purpose of the assessment tool is to identify strengths that can be built on and leveraged and to pinpoint areas of development. Development can comprise face-to-face learning opportunities, coaching and mentoring as well as experiential learning through stretch objectives or assignments.

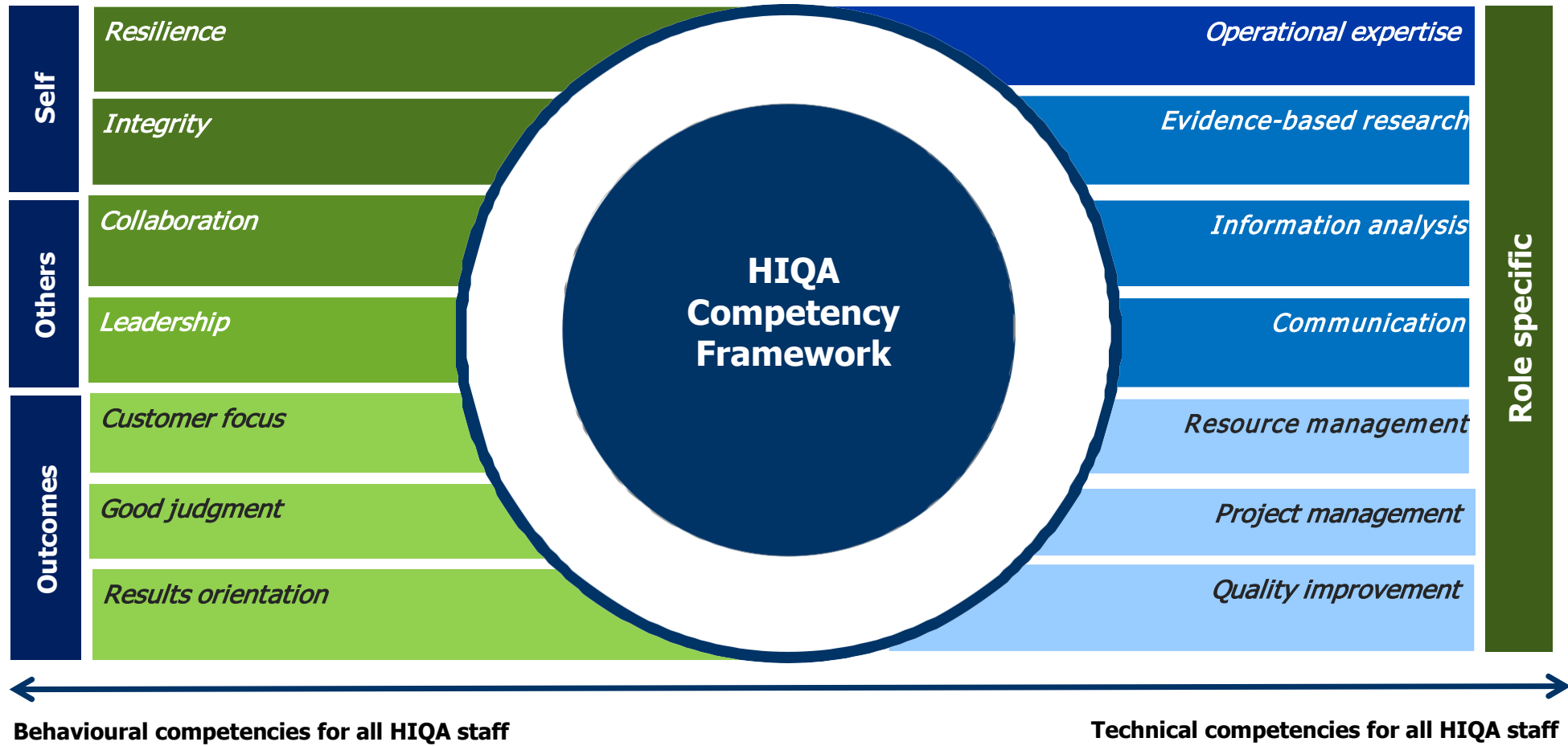
Frequency

Development conversations can take place any time and can be planned or ad hoc. At a minimum they will be expected to take place within the PMDS cycle meetings.

Performance

Proficiency in areas of competence does not feed directly into conversations about performance. Performance conversations focus on outputs and outcomes of work. The purpose of assessing competency is to proactively inform our development, which helps us perform well in our roles.

HIQA Competency Framework



HIQA behavioural competencies

Self	<i>Resilience</i>	▶	Maintains personal confidence and is able to manage self and emotions in a flexible and adaptive manner when faced with adversity or challenging situations
	<i>Integrity</i>	▶	Is sincere, respects and values others, maintains a high standard of personal ethics, reliably delivers on promises and takes a rights-based approach to all decisions and actions
Others	<i>Collaboration</i>	▶	Builds relationships based on collaboration and trust, is politically and socially astute in approach and is able to resolve difficult situations and conflict
	<i>Leadership</i>	▶	Orients self and others to a vision, engages with and contributes to an inclusive and productive work environment; holds to account, promotes learning and challenges self and others to achieve a shared purpose
Outcomes	<i>Customer focus</i>	▶	Recognises internal and external customers and stakeholders, and proactively seeks to understand, uphold and respond to their needs
	<i>Good judgment</i>	▶	Seeks and analyses information to better understand complex situations, applies an ethical framework to make critical and objective evaluations and reaches high-quality decisions that are contextually relevant
	<i>Results orientation</i>	▶	Can deliver results in challenging situations with and through others, strives to exceed expectations and creates as much value as possible

Behavioural competencies

Self *Resilience*

▶ Maintains personal confidence and is able to manage self and emotions in a flexible and adaptive manner when faced with adversity or challenging situations

Proficient

- Is able to recover from setbacks, maintaining a positive attitude, motivation and a balanced perspective.
- Is prepared to put forward and stand by decisions or conclusions that are informed by good evidence.
- Remains calm and manages own emotions effectively when faced with complex, challenging or ambiguous situations.
- Is prepared to deliver difficult messages professionally.
- Has the strength to own mistakes, learn from errors and work on improvement.

Skilled

- Advocates for the wellbeing of others and facilitates others to overcome setbacks and maintain motivation.
- Acts as a role model in addressing issues and errors and promotes a culture of reflective learning.
- Mentors colleagues and peers on the delivery of difficult messages and maintains composure under pressure.
- Advises others on making decisions and prepares a case or conclusions based on a robust evidence base.
- Anticipates the impact of events or situations on others and responds constructively.

Master

- Acts as a role model for learning and development and promotes a culture of self-care and self-improvement.
- Takes organisational and broader system knowledge and experience into account when tackling difficult issues and navigating risk.
- Is able to gather information from a variety of relevant and credible sources to present a firm case, even in the face of opposition.
- In complex and challenging situations, has the flexibility to adapt an approach where appropriate, while maintaining a focus on accountability and integrity.
- In all situations, communicates effectively and confidently to achieve consensus.

Behavioural competencies

Self

Integrity

Is sincere, respects and values others, maintains high standard of personal ethics, reliably delivers on promises and takes a rights-based approach to all decisions and actions.

Proficient

- Accepts responsibility and is accountable for the outcomes of work.
- Seeks to understand people's needs and interests and take these into account in the everyday delivery of work.
- Upholds and promotes HIQA values and standards.
- Adheres to professional values, standards, and objectivity.
- Identifies and resists personal pressures that encourage unethical behaviour
- Builds trust by keeping promises and demonstrating respect for others.

Skilled

- Advocates for a culture of accountability and is able to hold others to account fairly.
- Demonstrates congruence and consistency in words and actions.
- Holds colleagues and others to account for unethical behaviour.
- Demonstrates social responsibility by considering impacts of decisions and actions on the wider community and environment
- Seeks high-quality outcomes that meet the needs of groups with different priorities.
- Builds highly-productive relationships by taking an inclusive approach and respecting difference.
- Demonstrates high reliability in everyday work as well as longer term planning.

Master

- Acts as a role model in demonstrating a high standard of ethical behaviour and practice.
- Acts as a role model in promoting a culture of transparency, accountability and integrity.
- Resolves ethical issues by considering multiple groups with different interests and needs.
- Is sought out as a trusted advisor and advocates for rights-based decision-making.
- Leads in negotiating rights-based outcomes for groups and organisations with diverse views, including in situations under scrutiny.
- Leads in delivering corporate and social responsibilities.

Behavioural competencies

Others

Collaboration

Builds relationships based on collaboration and trust, is politically and socially astute in approach and is able to resolve difficult situations and conflict.

Proficient

- Takes time to understand the different working styles and preferences of others, and is self-aware of own style.
- Initiates collaboration and shares relevant information with others to work productively towards shared goals.
- Expresses own opinion while valuing differing viewpoints and remaining considerate towards others.
- Adapts own working style to work effectively with others.
- Recognises the contributions of others.
- Addresses misunderstandings and resolves interpersonal conflicts calmly and constructively.

Skilled

- Facilitates an inclusive and positive team environment which is diverse and encourages diverse thinking.
- Shares relevant knowledge, experience and expertise regularly and deliberately to empower and enable others.
- Acknowledges the contribution of others and promotes the sharing of learning and constructive feedback.
- Builds and maintains constructive relationships with peers and colleagues across boundaries.
- Builds common ground and seeks win-win outcomes.

Master

- Networks strategically, internally and externally to the organisation.
- Strengthens and derives outcomes from national and international relationships.
- Leads in cultivating a culture of fairness, inclusiveness and diversity.
- Brings people together in an authentic manner and achieves win-win outcomes.
- Develops and successfully implements strategies to facilitate cross-boundary integration and team-working.
- Negotiates compromises and solutions that deliver value across groups.
- Challenges others at all levels who create barriers to more diverse and inclusive culture.
- Leads by example in demonstrating diplomacy and sensitivity.

Behavioural competencies

Others

Leadership

Orients self and others to a vision, engages with and contributes to an inclusive and productive team environment; holds to account, promotes learning and challenges self and others to achieve a shared purpose.

Proficient

- Seeks clarity on what is required to achieve high-quality outcomes.
- Willingly takes initiative when required to get things done and responds positively to challenges.
- Collaborates inclusively and values diversity.
- Demonstrates professionalism when representing own area.
- Builds trust by being credible and reliable.
- Shares knowledge and expertise with others.
- Seeks feedback and provides feedback in a constructive and timely manner.
- Actively nurtures formal and informal networks to build relationships and sphere of influence.

Skilled

- Provides clarity and direction, assigns and coordinates work in an effective manner.
- Engages and motivates others.
- Ensures that outcomes are achieved by teams to required standards.
- Holds groups and individuals to account.
- Provides timely and constructive feedback.
- Recognises achievements meaningfully.
- Identifies and resolves problems in an effective and empowering manner.
- Actively promotes the safety, wellbeing and professional growth of others.
- Is committed to developing others through coaching, mentoring and role modelling.

Master

- Is strategic in outlook and drives strategic alignment across the organisation.
- Articulates a clear and compelling vision and purpose that mobilises and engages others.
- Challenges and empowers others to achieve outcomes collectively.
- Promotes wellbeing, leverages individual difference and cultivates a culture of inclusion.
- Recognises and brings attention to the achievements of others.
- Leads by example and builds a culture of accountability.
- Acts as a role model in demonstrating personal accountability and self-development, and promotes this in others.

Behavioural competencies

Outcomes

Customer focus

▶ Recognises internal and external customers and stakeholders and proactively seeks to understand, uphold and respond to their needs.

Proficient

- Anticipates and seeks to exceed customer and stakeholder expectations in every interaction.
- Shows customers and stakeholders that their needs and perspectives are valued and understood.
- Maintains knowledge of customer service standards and strives to meet these as part of everyday work.
- Proactively seeks feedback from customers and stakeholders to continuously improve.
- Is responsive and prompt in handling customer queries or complaints and takes a tactful, problem-solving approach to resolving these.

Skilled

- Builds services around customers and stakeholders, so that their needs and expectations are understood.
- Considers customer and stakeholder needs when making any changes to services or operations.
- Reviews and enhances service provision based on feedback from customers and stakeholders.
- Manages the expectations of others and develops productive and long-term relationships.

Master

- Leads by example and champions a genuine and authentic focus on understanding customer and stakeholder perspectives and expectations.
- Is able to set service targets and monitor progress to drive service standards.
- Is abreast of societal, community and market needs and channels these in the business.
- Engages authentically with diverse networks and groups to improve service provision.
- Translates operational feedback into strategic improvements that deliver value to customers and stakeholders.
- Acts decisively to address service issues.
- Leads by example in solving queries and complaints in ways that enable continuous service improvement.

Behavioural competencies

Outcomes

Good judgment

Seeks and analyses information to better understand complex situations, applies an ethical framework to make critical and objective evaluations and reaches high-quality decisions that are contextually relevant.

Proficient

- Proactively and conscientiously gathers a broad range of information and perspectives to make decisions effectively.
- Takes a collaborative approach and involves others in decision-making.
- Is curious and asks pertinent questions.
- Proposes ways to do things differently when appropriate.
- Considers the implications of actions in decision-making.
- Is flexible and prepared to adapt a decision based on feedback from others or new information.
- Accepts responsibility for own decisions.

Skilled

- Is perceptive, can grasp and assess complex issues, and critically analyse information.
- Makes evidence-based decisions through consultation and testing.
- Tests ideas and decisions, involves others and draws on multiple sources of information to refine decisions.
- Considers a variety of factors in decision-making, including the impacts on customers, operations and people.
- Balances the need for decisiveness with caution.
- Acts on and implements decisions in a timely manner.

Master

- Is able to make effective decisions when there are complex, incomplete or conflicting views or information.
- Considers multiple scenarios and factors in decision-making, including stakeholder impact, costs, benefits and risks as well as external developments and emerging trends.
- Provides specialist and authoritative advice to others to equip and empower others to make good decisions.
- Demonstrates intellectual flexibility, challenges own assumptions and beliefs.
- Demonstrates leadership and courage when making difficult or unpopular decisions.

Behavioural competencies

Outcomes

Results orientation

▶ Can deliver results in challenging situations with and through others, strives to exceed expectations and creates as much value as possible.

Proficient

- Is accountable and takes initiative to fulfil own responsibilities successfully.
- Is able to set and achieve ambitious but realistic and meaningful goals.
- Demonstrates accuracy and attention to detail.
- Meets quality standards and time frames.
- Identifies inefficiencies and obstacles and applies resourcefulness to resolve these.
- Takes a practical approach to developing effective solutions; identifies root causes and considers different possible solutions in collaboration with others.
- Is open to learning new things and applying learning from experiences.

Skilled

- Demonstrates commercial and political astuteness.
- Plans ahead and prioritises effectively.
- Sets goals with others that are clear, relevant to strategic direction and attainable.
- Supports and empowers others to achieve goals.
- Measures achievement of goals as well as value delivered through outcomes.
- Promotes high reliability and seeks to reduce unwarranted variation in work.
- Manages risk effectively, equips and leads others to solve problems.
- Changes direction flexibly when circumstances necessitate.
- Holds others to account and addresses issues with performance when necessary.

Master

- Sets challenging and inspiring strategies and objectives that are viable.
- Aligns practices and processes across boundaries.
- Promotes accountability and develops high-performance groups and teams.
- Leverages expertise across the organisation and builds an agile learning-oriented culture.
- Develops the right levels of tolerance and appetite for risk in others.
- Monitors progress and outcomes and takes appropriate action in response.
- Firmly and promptly addresses performance issues affecting departments and groups.
- Is able to plan for business continuity and a sustainable future.

Behavioural competency assessment

Guidance: In preparing for a conversation with line managers about development opportunities, self-assess your strengths and opportunities for development. Discuss with your manager and agree key development areas for focus in the next 6-12 months. Take the required proficiency for your role into account as part of your reflection and discussion with your manager.

	Emerging/ Developing	Proficient	Skilled	Master
Resilience - Maintains personal confidence and is able to manage self and emotions in a flexible and adaptive manner when faced with adversity or challenging situations.				
Role requirement				
Self-assessment				
Manager assessment				
Integrity - Is sincere, respects and values others, maintains a high standard of personal ethics, reliably delivers on promises and takes a rights-based approach to all decisions and actions.				
Role requirement				
Self-assessment				
Manager assessment				
Collaboration - Builds relationships based on collaboration and trust, is politically and socially astute in approach and is able to resolve difficult situations and conflict.				
Role requirement				
Self-assessment				
Manager assessment				

	Emerging/ Developing	Proficient	Skilled	Master
Leadership - Orients self and others to a vision, engages with and contributes to an inclusive and productive team environment; holds to account, promotes learning and challenges self and others to achieve a shared purpose.				
Role requirement				
Self-assessment				
Manager assessment				
Customer focus - Recognises internal and external customers and stakeholders and proactively seeks to understand, uphold and respond to their needs.				
Role requirement				
Self-assessment				
Manager assessment				
Good judgment - Seeks and analyses information to better understand complex situations, applies good judgment to make critical and objective evaluations and reaches high quality decisions that are contextually relevant.				
Role requirement				
Self-assessment				
Manager assessment				
Results orientation - Can deliver results in challenging situations with and through others, strives to exceed expectations and creates as much value as possible.				
Role requirement				
Self-assessment				
Manager assessment				

HIQA technical competencies

Role specific	<i>Operational expertise</i>	▶ Applies knowledge, skills and abilities to fulfil requirements of the role effectively in the context of the operational area and function
	<i>Evidence-based research</i>	▶ Critically seeks information and researches, exploring a range of potential sources, to ensure that a broad set of inputs, both quantitative and qualitative, are used to inform decisions and recommendations
	<i>Information analysis</i>	▶ Analyses and assesses information in a structured way to inform and improve decision-making, problem-solving, recommendations and everyday work
	<i>Communication</i>	▶ Develops and delivers key messages and documentation based on quality inputs and consultation with others. Presents information in an authentic, clear, and easy-to-understand way that is impactful and tailored to the needs of the audience
	<i>Resource management</i>	▶ Manages available resources to achieve the best outcomes
	<i>Project management</i>	▶ Identifies, plans for and implements change projects and initiatives effectively in collaboration with others
	<i>Quality improvement</i>	▶ Delivers quality for customers and stakeholders in everyday work through high standards, effective problem-solving and continuous improvement

Technical competencies

Role Specific
Operational expertise

▶ Applies knowledge, skills and abilities to fulfil requirements of the role effectively in the context of the operational area and function.

Proficient

- Is aware of and applies good practice effectively in carrying out own role.
- Is aware of, interprets and ensures compliance with relevant policies, legislation and regulations.
- Takes a risk management approach to operational decisions.
- Is able to develop internal and external documentation to required standards of quality.
- Is able to produce high-quality operational reports in a timely manner.
- Keeps abreast of and effectively utilises tools and technology relevant to own role and area.

Skilled

- Plays a proactive role in building good practice and enables others to contribute to good practice in own operational area.
- Builds effective relationships and operates in an integrated manner across operational boundaries.
- Is able to provide expert advice on policy, legislation and regulation relevant to area.
- Considers the impact of political, social, technical and economic factors on the service.
- Identifies potential risks and equips others to manage and address risks.
- Actively promotes the use of innovative tools and technology to improve services and operations.

Master

- Is sought out as an expert in the operational area, contributes to thought leadership and assesses the application of good practice.
- Considers how various policies, legislative and regulatory requirements impact on complex situations and can successfully navigate these.
- Takes a strategic risk management approach and applies that effectively and flexibly in operational domain.
- Contributes to and critically reviews reports and publications for senior and executive groups.
- Innovates across the organisation and leverages technology to significantly improve service provision and outcomes for customers and stakeholders.

Technical competencies

Role Specific *Evidence-based research*

▶ Critically seeks information and researches, exploring a range of potential sources, to ensure that a broad set of inputs, both quantitative and qualitative, are used to inform decisions and recommendations.

Proficient

- Gathers relevant information to ensure process efficiency and quality in everyday work.
- Identifies specific and accurate information that is relevant to and required to solve a problem or make a decision.
- Researches high-quality information that is relevant for problem-solving and improving outcomes.
- Actively gets involved in new initiatives that may lead to innovation.

Skilled

- Establishes and builds a robust evidence and research basis from information that is accurate, valid and reliable.
- Carries out high-quality literature reviews and research, systematically based on a research methodology.
- Identifies and critically appraises scientific literature.
- Develops balanced and evidence-based conclusions and presents these in reports tailored for specific audiences.
- Is able to effectively form working groups to collaborate with in the development of recommendations and guidelines.
- Takes a lead in the development of high-quality reports and documentation, and critically reviews those developed by others.

Master

- Assesses trends and the performance of the organisation against benchmarks and good practice is the wider system.
- Leads innovative and high-quality research and insight development that has positive social and community impact.
- Reviews and critiques documentation developed by others.
- Contributes to publications such as peer-reviewed academic articles, white papers and thought leadership.
- Ensures a robust approach is taken to engaging with community networks and partners on the outcomes from applied.

Technical competencies

Role Specific
Information analysis

Analyses and assesses information in a structured way to inform and improve decision making, problem-solving, recommendations and everyday work.

Proficient

- Applies a robust and critical approach to assessing information in qualitative and quantitative formats.
- Identifies critical connections and patterns in information and data.
- Provides perspectives that are informed to assist in quality decision-making.
- Considers information issues such as privacy protection and security.

Skilled

- Synthesises and evaluates relevant information to make quality decisions and judgments.
- Assesses the reliability of information and decisions accounting for presence of error and bias.
- Encourages others to challenge or question the reliability, validity and accuracy of information.
- Seeks views from others when interpreting information and developing recommendations.
- Helps others in their assessments and analysis of information.
- Leverages technology in effectively analysing data and delivering insights.

Master

- Anticipates the need for evidence and data, including new information.
- Synthesises and evaluates highly-complex sets of information from a variety of sources to make effective decisions and judgments.
- Thinks laterally, makes sense of disparate information and makes valuable observations when there are patterns and trends.
- Is adept at moving between detail on the ground and the big picture.
- Able to see and articulate interrelationships between the parts of a whole.
- Takes a data-driven approach to evaluating outcomes and plans effective change initiatives based on these evaluations.

Technical competencies

Role Specific **Communication**

Develops and delivers key messages and documentation based on quality inputs and consultation with others. Presents information in an authentic, clear, and easy-to-understand way that is impactful and tailored to the needs of the audience.

Proficient

- Actively listens to others and responds appropriately.
- Is able to develop high-quality documentation in consultation with others.
- Develops clear and credible messages which are tailored for specific audiences.
- Presents complex information in easily understandable and accessible formats.
- Can develop and articulate a message to a group that creates clarity and builds understanding.
- Applies communication principles and techniques to improve the quality of communication for the audience.

Skilled

- Builds clarity through written and verbal communication with individuals and groups.
- Applies self-awareness and communication techniques to achieve specific outcomes, for example to resolve conflict, negotiate for consensus, prompt innovation.
- Seeks perspectives from a diverse group to formulate communication strategies.
- Is able to develop high-quality reports and publications for senior stakeholders and external audiences.
- Is agile in communicating complex concepts or ideas, for example through visual means, oral or written forms.

Master

- Uses communication as an opportunity to engage and connect people with ideas.
- Synthesises key points from disparate information to help others make sense of complex situations.
- Understands and responds to diverse audience groups in an agile and relevant manner, and communicates with impact to all groups.
- Is sought out to contribute advice and recommendations through a variety of media, ranging from written documentation, presentations and speaking roles.
- Reviews and critiques communication, reports or publications developed by others and provides constructive feedback.

Technical competencies

Role Specific *Resource management*

▶ Manages available resources (people, financial and operational) to achieve the best outcomes.

Proficient	Skilled	Master
<ul style="list-style-type: none"> Exercises stewardship to effectively utilise the resources that are necessary to carry out own role and meet service and business needs. Identifies opportunities to increase the effective utilisation of resources in own role and area. Identifies resource constraints or issues and resolves these effectively with others. 	<ul style="list-style-type: none"> Plans for the resources needed to support current operations, services and initiatives. Allocates and manages resources effectively and sustainably within own area of responsibility. Effectively and flexibly manages multiple and competing priorities. Practices due diligence to meet commercial responsibilities. Reviews the effectiveness of the utilisation of resources across short and medium-term horizons. Identifies opportunities to increase the effectiveness of resource utilisation outside of own area and across groups. 	<ul style="list-style-type: none"> Takes a strategic and commercial approach to planning for funding and resource requirements across groups. Ensures that all resources are utilised sustainably and investments are made responsibly across medium and long-term strategic horizons. Sets and redefines priorities to increase the effectiveness in how resources are utilised Evaluates the commercial and social impact of resource utilisation Develops strategies to address resource constraints and issues effectively at department and organisational level. Articulates commercial results in a way that provides clarity and empowers others to act.

Technical competencies

Role Specific	<i>Project management</i> ► Identifies, plans for and implements change projects and initiatives effectively in collaboration with others.		
Proficient	Skilled	Master	
<ul style="list-style-type: none"> ▪ Seeks a clear understanding of the objectives of any change initiative or project. ▪ Plays a proactive role in scoping and planning a change initiative or project, for example by clarifying objectives, tasks, deliverables, time frames, costs and resources, risks and issues. ▪ Is able to use project planning tools and techniques effectively to deliver a structured and integrated approach to projects and initiatives. ▪ Is able to deliver tasks and deliverables on time and to a high quality. ▪ Is proactive in raising and resolving risks or issues. 	<ul style="list-style-type: none"> ▪ Effectively articulates a case for change. ▪ Manages the scope of projects or initiatives to ensure that outcomes are delivered on time and within budget. ▪ Involves stakeholders, partners and customers effectively and creates an environment where their views are heard. ▪ Is able to facilitate groups and teams to successfully deliver change initiatives or projects. ▪ Applies evidence-based methodologies to reduce risk and ensure quality outcomes. ▪ Identifies critical success factors and measures of success. ▪ Reports progress, addresses risk and manages issues effectively. 	<ul style="list-style-type: none"> ▪ Sets an agenda for constant change that is effectively governed and managed. ▪ Empowers and enables teams to deliver high-quality outcomes across multiple and parallel streams or programmes of work. ▪ Seeks qualitative and quantitative measures to gauge the effectiveness of change initiatives. ▪ Applies risk strategies to eliminate or reduce risk exposure in complex change programmes. ▪ Effectively assesses costs and benefits to make decisions during projects. ▪ Ensures that all change programmes are successfully embedded and deliver business, customer and stakeholder value. 	

Technical competencies

Role Specific *Quality improvement*

Delivers quality for customers and stakeholders in everyday work through high standards, effective problem-solving and continuous improvement.

Proficient

- Delivers quality for customers and stakeholders in everyday work through high standards and efficient practices.
- Seeks opportunities to make improvements that create greater efficiency and add value.
- Raises concerns regarding poor service or quality appropriately and in a timely manner.
- Takes a customer-focused problem-solving approach to rectifying and resolving issues.
- Generates and considers novel ideas and effective solutions.
- Is able to review own work thoroughly to identify errors, omissions and bias.
- Shares learning broadly with others.

Skilled

- Sets high standards and takes responsibility for quality and continuous improvement in own area.
- Applies quality improvement and quality assurance through use of tools and measurement.
- Seeks to understand cause and effect relationships when diagnosing problems and developing effective solutions.
- Draws upon multiple diverse sources of ideas and inspiration to enable innovation, and systematically compares alternatives and options.
- Actively seeks ways to contribute to wider organisational improvement activities.

Master

- Drives the evaluation and enhancement of services to the highest standards. Identifies and works to remove barriers to organisational success.
- Identifies synergies and reduces duplication across the organisation
- Promotes and brings attention to innovative ideas.
- Promotes organisational learning as a foundation for continuous improvement.
- Balances competing priorities and interrelationships across issues, for example quality, cost, safety, resources, community need.
- Generates an organisational climate that is built on trust, transparency and improvement.

Technical competency assessment

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	Emerging / Developing	Proficient	Skilled	Master
Operational expertise - Applies knowledge, skills and abilities to fulfil requirements of the role effectively in the context of the operational area and function				
Role requirement				
Self-assessment				
Manager assessment				
Evidence-based research - Researches and critically seeks information, exploring a range of potential sources, to ensure that a broad set of inputs, both quantitative and qualitative, are informing decisions and recommendations				
Role requirement				
Self-assessment				
Manager assessment				
Information analysis - Analyses and assesses information in a structured way to inform and improve decision-making, problem-solving, recommendations and everyday work				
Role requirement				
Self-assessment				
Manager assessment				

	Emerging / Developing	Proficient	Skilled	Master
Communication - Develops documentations based on quality inputs, consultation with others. Presents information in an authentic, clear and easy-to-understand format that is impactful and tailored to the needs of the audience				
Role requirement				
Self-assessment				
Manager Assessment				
Resource management - Manages available resources to achieve the best outcomes				
Role requirement				
Self-assessment				
Manager assessment				
Project management - Identifies, plans for and implements change projects and initiatives effectively in collaboration with others				
Role requirement				
Self-assessment				
Manager assessment				
Quality improvement - Delivers quality for customers and stakeholders in everyday work through high standards, effective problem-solving and continuous improvement				
Role requirement				
Self-assessment				
Manager assessment				

