Capability Framework

Brisbane South PHN

Capability Framework

1. Introduction

Brisbane South PHN's Capability Framework describes the capabilities including knowledge, skills and associated behaviours required for an employee to successfully perform their role and ultimately for Brisbane South PHN to deliver on its strategic objectives. It builds on organisational values and provides the foundation for workforce management and development activities establishing a clear link between individual and organisational performance.

The Capability framework is underpinned by Brisbane South PHN's values.

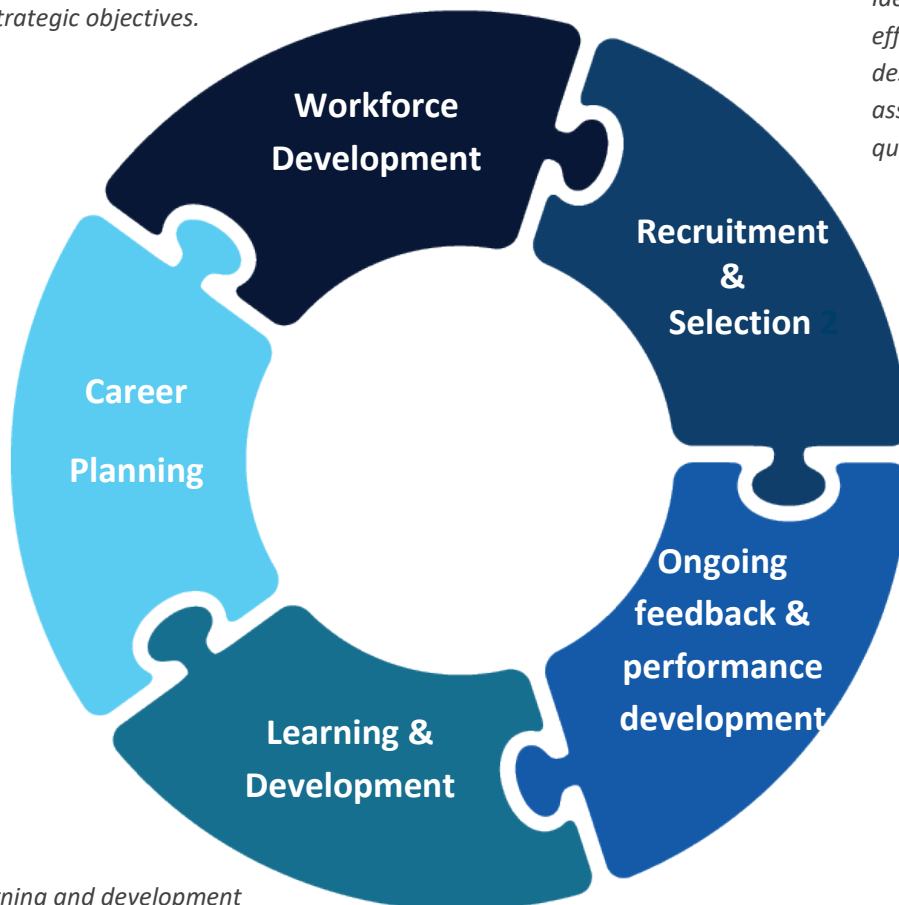**Courage**   **Integrity**   **Purpose**   **Respect**   **Synergy**

2. Application of the Capability Framework

Identify and address current and future workforce capability needs and gaps to meet strategic objectives.

Identify capabilities required to effectively perform a role and design Position Descriptions and associated interview questionnaires.

Workforce Development

Recruitment & Selection

Career Planning

Ongoing feedback & performance development

Learning & Development

Identify what capabilities are needed to progress career objectives.

Assess capabilities as part of the ongoing feedback and performance development process. Provide feedback, recognise strength and discuss development needs.

Align learning and development activities to specific capabilities.

Capability Framework

3. Structure of the Capability Framework

The Capability Framework was developed through consultation and dialogue across Brisbane South PHN and guided by literature, research and practice[1].

3.1 Core Capabilities

The Capability Framework describes 20 core capabilities across five (5) core groups. Each of the 20 capabilities are represented by behavioural indicators that are designed to illustrate the degree of knowledge, skill and ability required at every band of proficiency.

The Capability Framework outlines the broad, but not exhaustive, range of examples of performance expectations at each band and recognises that there may be variations based on functions of the role. For example, there may be a higher or lower-level performance expectation for specific elements of the core capabilities for some roles.

The core capabilities identified in this framework are cross-functional and organised into band levels with behavioural indicators progressively increasing in complexity at each band in line with the expected responsibility, accountability and organisational impact.

The 5 core capability groups entail:

Personal attributes	*Individual behaviour influenced by our values and ethical compass.*
Authentic Relationships	*Build strong and productive relationships internally, with our stakeholders and community.*
Meaningful Outcomes	*Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*
Organisational Enablers	*Deploy effective enablers to enhance outcomes.*
Leadership and People Management	*Inspire, engage and develop our people.*

Please note: The framework is designed to be flexible rather than prescriptive to guide thinking, planning and discussions.

3.2 Position specific Capabilities (professional & technical)

In addition, the Capability Framework acknowledges that there will be position specific professional and/or technical capabilities relevant to roles, level and development needs. This may include but is not limited to specific health experience (ie. mental health, general practice, population health planning) or finance, legal, human resources, procurement, ICT, communication and marketing.

3.3   Band Levels

The framework defines five (5) band levels describing the levels of accountability and responsibility relating to role complexity and scope as recognised by Brisbane South PHN's Performance and Outcomes Framework.

The band levels are cumulative with behaviours displayed in one band can be considered as 'mastered' for the following leadership bands.

Capability Framework

<table>
<tr>
<td colspan="3" align="center">Band Levels</td>
</tr>
<tr>
<td>Band 1

Leading self</td>
<td>Apply the competency in routine situations
Deal with straightforward issues
Implement standards and develop effective working relationships
Require guidance
Contribute to the culture</td>
<td>Role example:

Support Officer

Program Officer</td>
</tr>
<tr>
<td>Band 2

Leading self and services/projects</td>
<td>Apply the competency in situations with an element of complexity
Correct issues in existing systems and processes, within existing procedures, processes or directions
Require occasional guidance
Sometimes support colleagues
Enhance the culture of Brisbane South PHN</td>
<td>Role example:

Coordinator</td>
</tr>
<tr>
<td>Band 3

Leading others and/or complex services/projects</td>
<td>Independently apply the competency in complex situations, and across several areas
Provide advice to enable decision making, and deliver results within area of expertise
Direct/support individuals or teams
Enhance the culture of Brisbane South PHN</td>
<td>Role example:

Senior Coordinator</td>
</tr>
<tr>
<td>Band 4

Leading others and/or program areas</td>
<td>Provide leadership that inspires and supports teams and individuals to achieve their goals (manage / coach) / Provide leadership as a subject matter expert
Seen as an expert / leader
Turn operational strategic vision into reality
Influence and shape the application of capabilities at Brisbane South PHN
Comprehensively understand the internal and external environment
Build culture of Brisbane South PHN</td>
<td>Role example:

Program Manager

SLT</td>
</tr>
<tr>
<td>Band 5

Leading others and portfolios or organisation</td>
<td>Shape the strategic and organisational architecture of Brisbane South PHN
Ensure the governance, systems and processes are in place to support vision and goals
Lead the culture of Brisbane South PHN</td>
<td>Role example:

ELT</td>
</tr>
</table>

4. Resources

A range of resources have been developed to support applying the capability framework. These include:

- Guide: Recruitment and Selection
- Guide: Supervision: Feedback and Performance Development
- Template: Supervision: Half yearly check in
- Template: Supervision: Work plan and progress tracking

[1] The Core Capabilities have been adapted from the NSW Public Sector Capability Framework developed by the NSW Government Public Service Commission and the Gold Coast Health Capability Framework.

Capability Framework

Personal attributes	Authentic Relationships	Meaningful Outcomes	Organisational Enablers	Leadership and People Management	Position specific professional and/or technical capabilities
Individual behaviour influenced by our values and ethical compass.	*Build strong and productive relationships internally, with our stakeholders and community.*	*Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*	*Deploy effective enablers to enhance outcomes.*	*Inspire, engage and develop our people.*	
Act with integrity and uphold our values Work in an ethical and professional way to create an organisational culture that reflects our values and beliefs.	**Stakeholder Engagement** Build and nurture authentic and strong collaborative relationships with internal and external stakeholders and the wider community.	**Plan and Prioritise** Effectively plan and prioritise workload and respond flexibly to changing circumstances.	**Apply principles of Commissioning** Understand and apply effective commissioning processes that demonstrate positive outcomes for the community and enable health systems improvements.	**Inspire and lead with purpose** Communicate our vision and purpose, linking organisational priorities and goals to outcomes.	
Display resilience and courage Be open and prepared to express your views, and willing and flexible to accept, adapt and commit to change.	**Work collaboratively** Work effectively as part of a team and value others contributions to achieve mutual outcomes.	**Deliver results** Achieve results using resources efficiently with a commitment to quality outcomes.	**Data literacy** Value and optimise the use of data to generate meaningful insights to drive performance and support decision making.	**Lead Reform and Change** Support, promote and champion change, and assist others to engage with change.	
Display self-awareness and motivation Show drive and motivation, an ability to self-reflect and a commitment to continuous learning and development.	**Communicate with impact** Communicate clearly, listen actively and engage respectfully in challenging conversations.	**Demonstrate accountability** Take responsibility for actions and be proactive in addressing governance, compliance and risk.	**Leverage technology** Use available technologies to maximise efficiency and effectiveness.	**Build and develop our people** Engage and motivate staff, develop capabilities and a culture of continuous learning and development.	
Practice principles of equity, diversity and inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, cultures, experiences and perspectives.	**Influence and negotiate** Gain consensus and commitment from others, and resolve issues.	**Drive innovation** Create opportunities to develop fit for purpose solutions.	**Understand financial requirements** Minimise financial risk through utilising transparent processes.	**Make sound and agile decisions** Solutions focused decisions based on evidence, consultation and adaptability.	

Step 1: Identify core capabilities relevant to your band level in order to deliver on Brisbane South PHN's strategic objectives.

Step 2: Identify position specific professional and/or technical capabilities relevant to your role, level and development needs (if applicable)

Capability Framework – displayed by

Capability group / Band Levels

Capability Framework

Personal attributes
Individual behaviour influenced by our values and ethical compass.

Act with integrity and uphold our values
Work in an ethical and professional way to create an organisational culture that reflects our values and beliefs.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Understand and adhere to Brisbane South PHN values and the Code of Conduct, and be honest, ethical and professional. • Follow relevant policies, procedures and legislation that apply to your role and the organisation • Work within limits of your role and delegation and seek guidance when required. • Acknowledge mistakes and learn from them. • Recognise and report inappropriate behaviour, improper conduct and conflict of interest.	• Represent Brisbane South PHN in an honest, ethical and professional way. • Support a culture of integrity and professionalism. • Support others to recognise their obligations to comply with legislation, policies, guidelines and the Code of Conduct.	• Promote ethical and professional behaviour reflective of the Code of Conduct and values and ensure others are aware of and understand the legislation and policy framework within Brisbane South PHN operate. • Role model within the boundaries of the role and delegation and provide objective advice and justify own views when challenged. • Act to prevent and report misconduct and illegal and inappropriate behaviour.	• Drive a culture of integrity and professionalism across Brisbane South PHN and align organisational processes to values and probity. • Monitor ethical practices, standards and systems and reinforce their use. • Address and act on identified breaches of illegal and inappropriate behaviour and/or conflict of interest issues.	• Lead by example and set a tone of integrity, presenting the highest standards of ethical and professional behaviour. • Act promptly and visibly to prevent and respond to complex ethical issues including breaches of ethical practice, values and standards. • Create and sustain a culture that supports and empowers to challenge and report inappropriate behaviour and breaches of legislation and policy. • Direct the development of ethical practices, standards and systems and ensure staff are aware and their use is reinforced.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Personal attributes

Individual behaviour influenced by our values and ethical compass.

Display resilience and courage

Be open and prepared to express your views, and willing and flexible to accept, adapt and commit to change.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Is open to new ideas and approaches. • Remain calm under pressure. • Listen actively, ask questions, offers own opinion and raises issues. • Adapt well to changing situations and is willing to develop and apply new skills.	• Provide honest feedback and advice. • Listen when ideas or actions are challenged, can justify own position, and seek to understand criticism in order to respond appropriately. • Is flexible, demonstrate initiate and respond quickly when situations change.	• Keep self and other calm when under pressure. • Demonstrates persistence when working through challenges and seek alternatives. • Take criticism of ideas and actions on board and respond in a thoughtful and considered way. • Able to handle emotionally charged situations or difficult issues objectively and effectively.	• Remain composed and calm and act constructively in highly pressured and challenging situations and support others to do so. • Is decisive and develop effective strategies to chart course of actions enabling teams to resolve a challenging situation. • Welcome new challenges and persist in raising and working through difficult or controversial issues including criticism to own ideas. • Able to develop effective strategies in dealing with emotionally charged situations and difficult or controversial issues.	• Create a culture that encourages and support openness, persistence and genuine dialog around critical issues. • Provide clear explanation and argument for agreed positions while remaining open to valid suggestions for change. • Raise critical issues and make tough decisions. • Build commitment of others to adopt new strategies to deliver against outcomes. • Act as a stabilising influence even in the most challenging situations.

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Capability Framework

Personal attributes				
Individual behaviour influenced by our values and ethical compass.				

Display self-awareness and motivation				
Show drive and motivation, an ability to self-reflect and a commitment to continuous learning and development.				

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Is keen to develop, learn and apply new skills and knowledge. • Show drive and commitment to completing assigned work activities. • Reflect on feedback from internal and external stakeholders and is responsive to guidance.	• Adapt existing skills and knowledge to new situations to achieving work goals. • Show awareness of own strengths and areas for growth and development. • Seek feedback on behaviour and work performance. • Stay motivated when tasks become difficult.	• Keep up to date with relevant contemporary knowledge and practice. • Encourage others to seek opportunities to learn new skills and develop new capabilities. • Seek and respond positively to constructive feedback and identify areas of strengths and improvement required. • Demonstrate a high level of motivation and encourage this in others. • Support and enable others to achieve their goals.	• Foster a culture of learning and high achievement. • Capitalise on the varying strengths of individuals and adjust behaviours to match expectations. • Display self-insight of own strengths and limitations and strive for continuous learning and development. • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation.	• Model and promote the value of ongoing professional and personal development and is proactive in seeking opportunities for growth and continuous learning. • Actively seek and encourage feedback on performance internally and externally. Integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour. • Manage challenging, ambiguous and complex issues calmly and logically. • Model initiative and decisiveness where individuals openly discuss strengths and development areas.

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Capability Framework

Personal attributes
Individual behaviour influenced by our values and ethical compass.

Practice principles of equity, diversity and inclusion
Demonstrate inclusive behaviour and show respect for diverse backgrounds, cultures, experiences and perspectives.

| Band 1

Leading self | Band 2

Leading self and services/projects | Band 3

Leading others and/or complex services/projects | Band 4

Leading others and/or programs | Band 5

Leading others and portfolios or organisation |
|---|---|---|---|---|
| • Is respectful when working with others.
• Understand that needs, beliefs, values of people from different backgrounds, thinking and working in different ways are part of inclusive work practices.
• Be aware of own personal values and biases that may affect others. | • Pay attention to words, expression and body language.
• Recognise behaviours that promote a culture of equity, diversity and inclusion.
• Hold self accountable towards being inclusive by demonstrating cultural responsiveness when working with others.
• Respond constructively to feedback regarding potential bias in language or behaviour. | • Model the use of inclusive language, assist others to adjust where necessary, and ensure its use in the team.
• Ensure the team acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
• Proactively address and manage non inclusive behaviour, practices and attitudes within the team.
• Promote and support initiatives that create an inclusive and culturally safe working environment where differences are valued, and people feel empowered to contribute their unique perspectives and talents. | • Establish a workforce that is diverse and takes advantage of relevant knowledge and skills.
• Promote the importance and value of cultural responsiveness and demonstrating it when working with others.
• Create opportunities to improve knowledge of teams in the area of equity, diversity and inclusion.
• Proactively address non-inclusive behaviours and practices within the organisation.
• Support the development and implementation of systems, policies and practices that enable an inclusive and culturally safe working environment where people feel empowered to contribute their unique perspectives and talents. | • Create and drive a culture that supports, respects and values the diversity of people, experiences, backgrounds and ideas.
• Champion the organisational and community benefits generated by workforce inclusion and diversity practices, relating to and seeing issues from the perspectives of people from a diverse range of cultures, experiences and backgrounds.
• Ensure Brisbane South PHN has equitable workplace systems, policies and practices that enable an inclusive and culturally safe working environment, where people feel empowered to contribute their unique perspectives and talents. |

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Capability Framework

Authentic Relationships				
Build strong and productive relationships internally, with our stakeholders and community.				

Stakeholder Engagement				
Build and nurture authentic and strong collaborative relationships with internal and external stakeholders and the wider community.				

Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Identify key stakeholders and engage purposefully. • Take responsibility for the management of stakeholder relationships. • Actively participate in activities that builds professional networks.	• Facilitate and manage key relationships across the region and sector to achieve outcomes. • Proactively work to understand the interests and drivers of key stakeholders. • Represent Brisbane South PHN on relevant committees, advisory groups and events and facilitate collaboration across professional networks and within commissioned providers.	• Identify new ways Brisbane South PHN can engage with external stakeholders to deliver new or improved health services through proactive networking – the power of partnerships. • Contribute to the design of effective stakeholder engagement and analysis guided by the Stakeholder Engagement and Communication Framework. • Proactively attend and network at community, business partner events and forums to further organizational goals.	• Respected by, add value to, and influence the decisions of stakeholders internally and outside the organisation in collaboration with others. • Lead the design of effective stakeholder engagement and analysis guided by the Stakeholder Engagement and Communication Framework. • Develop and implement ways to strengthen collaboration across professional networks.	• Lead the development of the stakeholder analysis and engagement strategy for Brisbane South PHN. • Expertise, knowledge and opinions are sought out, valued and respected by Brisbane South PHN's key stakeholders. • Obtain the commitment of key stakeholders to major projects and ensure ongoing communication. • Uses strong professional networks to bring value to Brisbane South PHN stakeholders. • Contribute to the growth of the business by engaging Government Officials, Departments and key health, business and community leaders.

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Capability Framework

Authentic Relationships				
Build strong and productive relationships internally, with our stakeholders and community.				
Work collaboratively				
Work effectively as part of a team and value others contributions to achieve mutual outcomes.				
Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Cooperate and work well with others to achieve team objectives. • Share information and acknowledge the work of others. • Support others when required. • Keep team and supervisor informed as to status of tasks as appropriate.	• Contribute to a supportive and cooperative team environment. • Consult within and across teams to share information and achieve shared outcomes. • Support others in challenging situations. • Show sensitivity to others' workload when asking for input and contributions.	• Build cooperation and overcome barriers to information sharing and collaboration across functional areas. • Identify opportunities to work together with other teams, and engage to consult and share information, jointly solve problems, and celebrate shared outcomes. • Awareness of and application of collaboration tools to engage diverse audiences to solve problems and improve services.	• Guide others to build a culture of collaboration by facilitating collaboration across teams to deliver outcomes. • Facilitate opportunities to develop joint solutions with internal and external stakeholders across the region and sector. • Encourage others to use appropriate collaboration approaches and tools. • Share lessons learned across teams and programs.	• Create and sustain a collaborative and supportive organisational culture and systems across Brisbane South PHN and health system partners. • Identify and facilitate opportunities to collaborate with external stakeholders for mutual benefit and to deliver outcomes. • Establish systems, structures and practices to facilitate internal and external collaboration, information sharing and learning and overcome barriers.

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Capability Framework

Authentic Relationships				
Build strong and productive relationships internally, with our stakeholders and community.				

Communicate with impact				
Communicate clearly, listen actively and engage respectfully in challenging conversation.				

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Develop knowledge and understand Brisbane South PHN's communication practices and protocols. • Communicate in a way that is clear and easy to follow for diverse audiences and limit the use of jargon and abbreviations. • Listen and ask questions to check for understanding. • Use appropriate communication channels to obtain and share information and leverage technology.	• Communicate in a clear, concise and articulate manner and focus on key points. • Actively listen, ask questions, reflect back and tailor communication style and language to the needs and level of understanding of the audience. • Promote and use contemporary communication channels to share information and engage with audiences.	• Clearly explain complex concepts. • Write clearly, fluently and persuasively in a range of styles and formats. • "Reads the room" when presenting and actively adjust communication style and approach to ensure engagement.	• Present with credibility, engage diverse audiences and test levels of understanding. • Translate technical and complex information clearly and concisely for diverse audiences. • Create opportunities for others to contribute to discussion and debate and promote information sharing across the organisation. • Ensure communication aligns with PHN scope.	• Articulate complex concepts and put forward compelling arguments and rationale to diverse audiences. • Speak in an influential manner to engage audiences, create meaning and maximise impact. • Promote the organisation's position with authority and credibility internally and externally. • Ensure the organisation capitalises on contemporary communication technology and channels to maximise engagement and impact with diverse internal and external audiences.

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Capability Framework

Authentic Relationships				
Build strong and productive relationships internally, with our stakeholders and community.				

Influence and negotiate				
Gain consensus and commitment from others, and resolve issues.				

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Use facts and sound reasoning to support claims. • Help find solutions that contribute to positive outcomes. • Remain calm when faced with an issue or conflict. • Respond to conflict without worsening the situation and refer to a supervisor where appropriate.	• Include knowledge and experience to support a recommendation or position. • Identify relevant stakeholders and ask questions to understand their interest, expectations and concerns. • Respond constructively to conflict and disagreements and is open to compromise. • Can resolve / manage an identified issue or can appropriately escalate.	• Influence others with an informed and considered approach and supported by sound arguments and reasoning. • Approach negotiations in the spirit of maintaining and strengthening relationships. • Encourage others to share and debate ideas. • Strive to achieve an outcome that delivers benefits for all parties.	• Establish a negotiation position based on a firm grasp of key issues, anticipate the positions of others, and consider extent of the potential for compromise acknowledging benefits, risks and potential disadvantages. • Use compelling arguments, strong evidence and expert opinion to influence outcomes. • Engage key stakeholders to support the position by identifying common ground to facilitate agreement and acceptance of mutually beneficial outcomes. • Resolve conflict using appropriate strategies and find solutions to manage sensitivities and ambiguities.	• Determine and communicate Brisbane South PHN's position with credibility in the community, region and sector. • Identify key stakeholders and influential experts and engage their support early in negotiations. • Seek expert input and advice to assist with negotiating strategy. • Represent Brisbane South PHN in critical and challenging negotiations. • Utilise a range of techniques to persuasively negotiate with and influence others. • Resolve conflict using appropriate strategies and finds solutions

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Meaningful Outcomes
Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.

Plan and Prioritise
Effectively plan and prioritise workload and respond flexibly to changing circumstances.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Plan in conjunction with senior team members and organise workload accordingly to project goals or expected outcomes. • Prioritise own work activities to achieve set goals and agreed milestones within set timeframe. • Provide appropriate input to team work plans and goal setting. • Applies the organisational tools and processes to support the planning of activities and projects.	• Plan and coordinate allocated activities with the understanding of team objectives and project deliverables. • Support team goals and plans and use feedback to inform future planning. • Accommodate and respond with initiative to changing priorities and operating environments and adjust plans and schedules. • Consider the implications of immediate and longer-term orrganisational issues and how these might affect the achievement of team and unit goals and project plans. .	• Consider future goals or projects of the team and organisation when organisation own and others' work. • Initiate, prioritise, consult on and develop team goals, strategies and plans aligned with project goals. • Ensure current work plans and activities support and are consistent with organisational change initiatives. • Evaluate outcomes and adjust future plans accordingly.	• Understand the links between teams, organisation wide and government priorities in association with aligned projects. • Ensure team goals are clear and appropriate and include contingency provisions. • Monitor the progress of work activities or project milestones and make necessary adjustments. • Consider and assess the impact of changes, including government policy and economic conditions, on organizational plan and respond appropriately. • Undertake planning to help the organisation transition through change initiatives and evaluate progress and outcomes to inform future planning.	• Establish and communicate organisational objectives, ensuring that these are the focus for all planning activities and organisation of projects. • Influence Brisbane South PHN's current and potential future role by considering emerging trends, identifying opportunities and planning appropriately to maximise successful outcomes. • Ensure effective governance frameworks and guidance enable high-quality strategic, operational planning and project management. • Obtain key stakeholders' commitment to major project strategies, including cross-organisational activities, and ensure ongoing communication through the appropriate allocation of budget, removal of roadblocks and decisive leadership.

Capability Framework

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Meaningful Outcomes				
Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.				
Deliver results				
Achieve results using resources efficiently with a commitment to quality outcomes.				
Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Complete work tasks under guidance , timeframes, policies, procedures and standards. • Perform own work as planned and seek clarification when unsure. • Identify when additional resources are needed to complete allocated work tasks and ask for help.	• Seek and apply specialist advice when required. • Identify any barriers to achieving results and resolve these where possible and escalate as appropriate. • Contribute to allocating responsibilities and resources to ensure the team achieves goals.	• Ensure the team understand expected goals and how outcomes will be measured. • Identify resource needs and ensure goals are achieved within set budgets and deadlines. • Use data to evaluate outcomes and inform continuous improvement. • Identify priorities that need to change and ensure the allocation of resources meets new business needs. • Conduct and report on quality control audits ensuring organisational outcomes are achieved.	• Drive a culture of achievement and acknowledge input from others. • Use own professional knowledge and the expertise of others to drive forward organisational objectives and success measures. • Investigate and create opportunities to enhance the achievement of organisational objectives. • Progress organisational priorities and ensure that resources are acquired and used effectively. • Oversee quality assurance practices and determine how outcomes will be measured.	• Use own professional knowledge and the expertise of others to initiate and drive forward organisational objectives and success measures. • Create and sustain a culture of achievement, fostering on-time and on budget quality outcomes and identify and remove potential barriers to achieving outcomes. • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes. • Create a culture of identifying, organizing and celebrating success.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Meaningful Outcomes
Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.

Demonstrate accountability
Take responsibility for actions and be proactive in addressing governance, compliance and risk.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Follow Brisbane South PHN policies and procedures and proactively work to understand key policies that affect own role. • Take responsibility for own actions and act within level of authority, escalating issues when identified. • Understand team objectives and how own work relates to achieving them.	• Understand and apply critical and non-critical policy information related to area of work. • Understand delegations and act within authority levels. • Be aware of risks and act on or escalate risks, as appropriate.	• Assess work outcomes and identify and share learnings to inform future actions. • Ensure that own and team actions focus on achieving organisational outcomes. • Exercise delegations responsibly. • Understand and apply high standards of financial probity with funding and other resources. • Identify risks to successfully achieving goals,and take appropriate steps to mitigate those risks.	• Design and develop systems to establish and measure accountabilities and performance. • Model the highest standards of financial probity, demonstrating respect for funding and other resources. • Monitor and maintain team knowledge of and compliance with legislative and regulatory frameworks. • Oversee quality assurance practices. • Incorporate sound risk management principles and strategies into organisational planning.	• Lead a culture of accountability with clear links to organisational goals. • Ensure Brisbane South PHN has integrated information and knowledge management systems for establishing and measuring accountabilities and performance and evaluate ongoing effectiveness. • Lead a culture that respects the obligation to manage funding and other resources responsibly and with the highest standards of probity. • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation. • Ensure excellence in and compliance with Brisbane South PHN's agreed governance, compliance, regulatory and risk management standards and frameworks ensuring implementation organisation wide.

Capability Framework

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Meaningful Outcomes
Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.

Drive innovation
Create opportunities to develop fit for purpose solutions.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Ask questions to explore and understand challenges or problems. • Find and check information needed to complete own work tasks. • Contribute ideas and feedback in continuous improvement discussions with the team.	• Display awareness of challenges of stakeholders and identify opportunities for improvement. • Review project/work performance and identify opportunities for improvement. • Resolve challenges through a comprehensive understanding and interpretation of policies or guidelines. If not available considers potential solutions, select the best option and take action when appropriate, or in consultation with others and supervisor.	• Anticipate, identify and address or escalate where required, issues and potential problems that may have an impact on achieving objectives. • Enhance a culture that encourages innovation within the team. • Apply knowledge of industry developments, trends and best sector practice to identify improvement opportunities and develop innovative solutions. • Seek and explore diverse ideas and viewpoints to identify improvement opportunities and develop solutions.	• Seek and explore a range of possibilities and diverse ideas/input to improve system, process and organisational improvements. • Undertake objective, critical analysis to draw accurate conclusions that recognise and account for contextual issues weigh up alternatives and identify the most effective solutions in collaboration with others. • Take into account the wider organisational context when considering options to resolve issues. • Evaluate the performance and effectiveness of services, policies, projects and programs against clear criteria.	• Establish and sustain a culture that encourages innovation, incorporation of diverse perspectives, evaluation, learning and reflection and emphasize the value of continuous improvement. • Model high level critical analysis by identifying relationships between issues, absorbing complex information and discerning key implications for Brisbane South PHN to develop effective responses to critical issues. • Ensure the organisation has effective governance systems in place to evaluates projects and processes using appropriate methods to understand the factors that have contributed to success and failure and use insight for improvement.

Capability Framework

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Organisation Enablers				
Deploy effective enablers to enhance outcomes.				
Apply principles of Commissioning				
Understand and apply effective commissioning processes that demonstrate positive outcomes for the community and enable health systems improvements.				
Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Ability to support aspects of the commissioning process (including commissioning systems) as part of a business team. • Understand where to access commissioning frameworks, resources and procedures.	• Ability to lead aspects of the commissioning as part of a business team to meet health needs of the community. • Understand and implement commissioning principles.	• Ability to lead a commissioning process including leading staff in particular phases if required. • Ability to partner with community leaders, persons with lived experience and senior system partners in supporting change using a commissioning approach.	• Oversee quality commissioning activities of the team specifically navigation through the five phases of the commissioning cycle as defined by Brisbane South PHN. • Support the quality improvement and organisational development and implementation of commissioning frameworks, policies, procedures and systems. • Represent Brisbane South PHN in the complex partnerships and stakeholder engagement as well as the resolution of complex and/or sensitive issues with providers, suppliers and contractors. • Lead high risk procurement processes including those with significant political, financial or reputational risk.	• Lead the strategic development of commissioning frameworks, policies and supporting systems within Brisbane South PHN including identification and oversight of operational plan priorities. • Ensure that effective governance processes (including operational, clinical and cultural governance) are in place to support effective commissioning processes. • Monitor and evaluate compliance and effectiveness of the commissioning framework within Brisbane South PHN. This includes commissioning quality assurance and improvement.

Capability Framework

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Organisation Enablers				
Deploy effective enablers to enhance outcomes.				

Data Literacy				
Value and optimise the use of data to generate meaningful insights to drive performance and support decision making.				
Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Develop knowledge and understand Brisbane South PHN's Data Governance framework and relevant processes and policies. • Ability to understand and work with data from different sources and how data is used to evaluate outcomes. • Understanding of data privacy and security considerations in handling sensitive data. • Willingness to continuously learn and adapt to emerging data technologies and trends. • Understand responsibilities in relation to potential data breaches and processes to escalate.	• Identify the facts and type of data needed to understand a problem or explore an opportunity and use evidence-based approach in research activities. • Gain understanding and keep up to date on emerging data technology trends. • Demonstrate analytical and problem-solving skills, with a focus on using qualitative and quantitative data to drive decision making. • Use data and information to evaluate outcomes and continuously improve.	• Is accountable for decision making in relations to the data set, collection, compliance, development and management, care and maintenance of data within the team. • Ensure principles of data privacy and security are aligned with team's activities in handling sensitive data. • Promote implementations on emerging data technologies and support the team on a journey of continuously learning. • Ensure the team consistently uses data and information to evaluate outcomes and continuously improve.	• Model and monitor principles that guide Brisbane South PHN's data management decisions. • Is accountable for data quality within the team and provide information to the data governance working group if required. • Support the Executive team in establishing relevant systems and frameworks. • Promote and monitor principle of being data literate to make better decisions and support team in achieving these principles. • Ensure staff awareness of responsibilities in relation to escalation of data issues as per policy.	• Lead the principle of high functioning and transparent data governance. • Ensure that Brisbane South PHN's data assets are aligned to the strategic plan promoting data as a valuable strategic asset. • Promote and communicate principles of why data literacy matters, what data literacy looks like and how to establish a baseline of employee skills and common data language. • Ensure Brisbane South PHN has organisational governance policies, procedures, systems, frameworks and plans in place that guide the organisation's data management decisions related to use, availability, standardisation, integrity, security, compliance and retention. • Ensure processes and training in place to effectively deal with actual or suspected data breaches. • Ensure emerging data technology trends are incorporated in governance processes and relevant frameworks and policies.

Capability Framework

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Organisation Enablers
Deploy effective enablers to enhance outcomes.

Leverage technology
Use available technologies to maximise efficiency and effectiveness.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Demonstrate an understanding of systems and technology relevant to role. • Understand and comply with the acceptable use of technology including information, communication and document control policies, systems and cyber security protocols. • Understand processes to report technology, data or cyber breaches.	• Keep up to date with changes and innovations in own area of expertise. • Use available technology to improve individual performance and effectiveness. • Make effective use of records, information and knowledge management functions and systems. • Comply with the acceptable use of technology including information, communication and document control policies, systems and cyber security protocols. • Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies.	• Identify opportunities to use a broad range of systems and technology to collaborate. • Monitor compliance with cyber security and the use of technology policies. • Identify ways to maximise the value of available technology to achieve organisational strategies and outcomes. • Monitor compliance with the organisation's records, information and knowledge management requirement.	• Keep up to date with emerging technologies and technology trends to understand how their application can support organisational outcomes. • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes. • Actively manage risks to ensure compliance with cyber security and acceptable use of technology policies and report any breaches to the records, information and knowledge management systems, protocols and policies.	• Promote research and expert advice on the application of emerging technologies to achieve organisational outcomes. • Ensure that effective governance frameworks are in place to apply technology efficiently and effectively within Brisbane South PHN. • Establish and monitor effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies. • Ensure that effective policy and procedures are in place for records, information and knowledge management to meet regulatory, contractual and organisational requirements.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Organisation Enablers
Deploy effective enablers to enhance outcomes.

Understand financial requirements
Minimise financial risk through utilising transparent processes.

Band 1 Leading self	Band 2 Leading self and services/projects	Band 3 Leading others and/or complex services/projects	Band 4 Leading others and/or programs	Band 5 Leading others and portfolios or organisation
• Understand that budgets and resources can only be used for intended purposes. • Appreciate the importance of accuracy in estimating costs and calculating and recording financial information. • Is aware of financial delegation principles and processes. • Understand basic compliance obligations related to using resources and recording financial transactions.	• Understand basic financial terminology, policies and processes. • Consider financial implications and value for money in making recommendations and decisions. • Understand how financial decisions impact the overall financial position. • Understand and act on financial audit, reporting and compliance obligations. • Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these.	• Is familiar with financial terminology, policies and processes. • Understand the impacts of funding allocations on team planning and budgets. • Understand and apply financial auditing, reporting and compliance obligations. • Know when to seek financial specialist advice and support and establish the relevant relationships. • Make decisions and prepare business cases, paying due regard to financial considerations.	• 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 funding. • Understand and promote the role of sound financial management and its impact on organisational effectiveness. • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner.	• Lead the strategic management of financial and budgetary compliance and governance. • Define organisational direction and set priorities and business plans with reference to key financial indicators. • Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions. • Anticipate and communicate operational needs and identify the most appropriate financing and funding strategies to meet them. • Ensure that Brisbane South PHN informs strategic decisions with appropriate advice from finance and risk professionals. • Establish effective governance to ensure that financial resources are used ethically and cautiously across the organisation..

Capability Framework

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Leadership and People Management				
Inspire, engage and develop our people				
Inspire and lead with purpose				
Communicate our vision and purpose, linking organisational priorities and goals to outcomes.				
Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Take pride in the work you do and work to the best of your abilities. • Actively support and demonstrate organisational values and vision in actions and behaviours at work. • Contribute to the development of team goals.	• Understand the links of own role and output to the strategic goals of Brisbane South PHN and demonstrate behaviours which support values and vision internally and externally. • Ensure decision making reinforces Brisbane South PHN values and vision.	• Role model behaviours which are reflective of the values and attitudes expected. • Translate organisational objectives into tangible team goals and explain the links for the team. • Ensure that team objectives and outcomes are aligned to the strategic vision and create value for stakeholders and the community. • Recognise, acknowledge and reward individual and team achievements.	• Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve them. • Promote a sense of purpose and help the team understand the links with their work and the organisation's strategic and operational goals. • Influence and oversee the implementation of strategies aligned to Brisbane South PHN's priorities and goals. • Work with the Executive team to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes. • Create opportunities for recognising and celebrating high performance at the individual and team level.	• Drive Brisbane South PHN to be a leader and challenger in health services within the region. • Drive the implementation of strategies that align to Brisbane South PHN's vision, purpose and goals and communicate the parameters and expectations. • Inspire and create enthusiasm and commitment to goals and the understanding of priority settings within Brisbane South PHN's work. • Lead a culture of confidence and trust in the future direction of Brisbane South PHN. • Celebrate organisational success and high performance and engage in activities to empower people and maintain morale.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Leadership and People Management				
Inspire, engage and develop our people.				
Lead Reform and Change				
Support, promote and champion change, and assist others to engage with change.				
Band 1 **Leading self**	**Band 2** **Leading self and services/projects**	**Band 3** **Leading others and/or complex services/projects**	**Band 4** **Leading others and/or programs**	**Band 5** **Leading others and portfolios or organisation**
• Support change initiatives and seek clarification when required. • Respond to change under the guidance of the supervisor and support others to adapt to change. • Share appropriate information within the team during times of change.	• Coordinate change initiatives, share information, and support others understanding the purpose, benefits and implications of change. • Share appropriate information with team members during times of change. • Recognise potential barriers to change and make recommendations to address these.	• Support team in developing new ways of working and generating innovative ideas to approach challenges. • Engage the team in change processes and provide clear guidance and support. • Actively promote change processes and participate in communicating change initiatives across Brisbane South PHN. • Identify cultural barriers to change and implement strategies to address these.	• Promote the purpose and benefits of continuous improvement and ways of working and provide coaching and leadership in times of uncertainty. • Assist others to address emerging challenges and risks and generate support for change initiatives. • Translate change initiatives into practical strategies and explain these to the team, and their role in implementing them. • Implement structured change management processes to identify and develop responses to cultural barriers.	• Drive a continuous improvement culture, define high-level objectives and translate these into practical implementation strategies considering resource requirements. • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context. • Create an organisational culture that actively seeks opportunities to improve. • Anticipate, plan for and address cultural barriers to change at the organisational level.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Leadership and People Management				
Inspire, engage and develop our people				

Build and develop our people				
Engage and motivate staff, develop capabilities and a culture of continuous learning and development.				

Band 1 **Leading self**	Band 2 **Leading self and services/projects**	Band 3 **Leading others and/or complex services/projects**	Band 4 **Leading others and/or programs**	Band 5 **Leading others and portfolios or organisation**
• Clarify responsibilities, expected behaviours and outputs. • Contribute to a culture of continuous learning by identifying opportunities to develop own capabilities to achieve goals. • Engage and participate in performance and capability development conversations. • Role model inclusive behaviours and practices.	• Recognise own capabilities and performance improvement opportunities and proactively seek feedback and guidance to develop strategies to address any gaps. • Provide support and constructive feedback to others. • Contribute to enhancing organizational performance and culture via participation in working groups or other initiatives.	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes. • Develop work plans that consider capability, strengths and opportunities for continuous learning and development. • Monitor and report on team performance in line with established performance development frameworks. • Address and resolve team and individual performance issues in a timely and effective way.	• Recognise talent, develop team capability, and undertake succession planning. • Coach and mentor team members and encourage continuous engagement, learning and development. • Implement performance development frameworks to align workforce capability with Brisbane South PHN's current and future priorities and objectives. • Review roles and responsibilities over time to align organisational priorities and outcomes.	• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning. • Drive executive and senior leadership capability development and ensure effective succession management practices. • Implement effective approaches to identify and develop talent across Brisbane South PHN. • Model and encourage a culture of continuous learning and development, and leadership that values high levels of constructive feedback and exposure to new experiences. • Drive a culture of high performance and ensure performance issues are addressed with a sense of urgency.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework

Leadership and People Management
Inspire, engage and develop our people.

Make sound and agile decisions
Solutions focused decisions based on evidence, consultation and adaptability.

Band 1	Band 2	Band 3	Band 4	Band 5
Leading self	**Leading self and services/projects**	**Leading others and/or complex services/projects**	**Leading others and/or programs**	**Leading others and portfolios or organisation**
• Gather information and consider facts when making decisions. • Proactively seek information and ideas from others and consider all options. • Identify waste and look for efficiencies.	• Make and implement routine decisions on daily work in a timely manner. • Seek a wide range of information and collect from multiple sources when making evidence-based decisions. • Identify issues, assess significance and take appropriate actions to resolve the issues. • Ensure team goals and standards are met.	• Initiate and develop long-term goals and plan to guide the work of the team in line with organisational objectives. • Allocate resources to ensure the achievement of organisational outcomes and contribute to wider workforce planning. • Ensure that team members base their decisions on a sound understanding of organisation and risk management principles. • Monitor performance against standards and take timely corrective actions.	• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve organisational goals. • Remove any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences. • Align systems and processes to encourage improved performance and outcomes and communicate progress updates to the team. • Make evidence based, financially sound decisions considering organisational resources and priorities.	• Ensure that organisational architecture is aligned to Brisbane South PHN's principles, values and goals and respond to changes over time. • Lead the strategic workforce planning and strategic resource utilisation to ensure Brisbane South PHN's aims and goals can be achieved. • Lead a culture of evidence-based decision making and set clear boundaries for the organisation in risk taking.

Please note: Band levels are cumulative. E.g. Behaviours displayed at Band 4 include behaviours outlined in Band 1, 2 and 3

Capability Framework – displayed by

Capability group / individual band level

Capability Framework

Band 1 - Leading self

<table>
<tr>
<td colspan="4">Personal attributes: Individual behaviour influenced by our values and ethical compass.</td>
</tr>
<tr>
<td>Act with integrity and uphold our values</td>
<td>Display resilience and courage</td>
<td>Display self awareness and motivation</td>
<td>Practice principles of equity, diversity and inclusion</td>
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<tr>
<td>

Understand and adhere to Brisbane South PHN values and the Code of Conduct, and be honest, ethical and professional.
Follow relevant policies, procedures and legislation that apply to your role and the organisation
Work within limits of your role and delegation and seek guidance when required.
Acknowledge mistakes and learn from them.
Recognise and report inappropriate behaviour, improper conduct and conflict of interest.

</td>
<td>

Is open to new ideas and approaches.
Remain calm under pressure.
Listen actively, ask questions, offers own opinion and raises issues.
Adapt well to changing situations and is willing to develop and apply new skills.

</td>
<td>

Is keen to develop, learn and apply new skills and knowledge.
Show drive and commitment to completing assigned work activities.
Reflect on feedback from internal and external stakeholders and is responsive to guidance.

</td>
<td>

Is respectful when working with others.
Understand that needs, beliefs, values of people from different backgrounds, thinking and working in different ways are part of inclusive work practices.
Be aware of own personal values and biases that may affect others.

</td>
</tr>
<tr>
<td colspan="4">Authentic Relationships: Build strong and productive relationships internally and with our stakeholders and community.</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Work collaboratively</td>
<td>Communicate with impact</td>
<td>Influence and negotiate</td>
</tr>
<tr>
<td>

Identify key stakeholders and engage purposefully.
Take responsibility for the management of stakeholder relationships.
Actively participate in activities that builds professional networks.

</td>
<td>

Cooperate and work well with others to achieve team objectives.
Share information and acknowledge the work of others.
Support others when required.
Keep team and supervisor informed as to status of tasks as appropriate.

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<td>

Develop knowledge and understand Brisbane South PHN's communication practices and protocols.
Communicate in a way that is clear and easy to follow for diverse audiences and limit the use of jargon and abbreviations.
Listen and ask questions to check for understanding.
Use appropriate communication channels to obtain and share information and leverage technology.

</td>
<td>

Use facts and sound reasoning to support claims.
Help find solutions that contribute to positive outcomes.
Remain calm when faced with an issue or conflict.
Respond to conflict without worsening the situation and refer to a supervisor where appropriate.

</td>
</tr>
</table>

Capability Framework

Meaningful Outcomes: *Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*			
Plan and Prioritise	**Deliver results**	**Demonstrate accountability**	**Drive innovation**
• Plan in conjunction with senior team members and organise workload accordingly to project goals or expected outcomes. • Prioritise own work activities to achieve set goals and agreed milestones within set timeframe. • Provide appropriate input to team work plans and goal setting. • Applies the organisational tools and processes to support the planning of activities and projects.	• Complete work tasks under guidance , timeframes, policies, procedures and standards. • Perform own work as planned and seek clarification when unsure. • Identify when additional resources are needed to complete allocated work tasks and ask for help.	• Follow Brisbane South PHN policies and procedures and proactively work to understand key policies that affect own role. • Take responsibility for own actions and act within level of authority, escalating issues when identified. • Understand team objectives and how own work relates to achieving them.	• Ask questions to explore and understand challenges or problems. • Find and check information needed to complete own work tasks. • Contribute ideas and feedback in continuous improvement discussions with the team.
Organisations Enablers: *Deploy effective enablers to enhance outcomes.*			
Apply principles of Commissioning	**Data literacy**	**Leverage technology**	**Understand financial requirements**
• Ability to support aspects of the commissioning process (including commissioning systems) as part of a business team. • Understand where to access commissioning frameworks, resources and procedures.	• Develop knowledge and understand Brisbane South PHN's Data Governance framework and relevant processes and policies. • Ability to understand and work with data from different sources and how data is used to evaluate outcomes. • Understanding of data privacy and security considerations in handling sensitive data. • Willingness to continuously learn and adapt to emerging data technologies and trends. • Understand responsibilities in relation to potential data breaches and processes to escalate.	• Demonstrate an understanding of systems and technology relevant to role. • Understand and comply with the acceptable use of technology including information, communication and document control policies, systems and cyber security protocols. • Understand processes to report technology, data or cyber breaches.	• Understand that budgets and resources can only be used for intended purposes. • Appreciate the importance of accuracy in estimating costs and calculating and recording financial information. • Is aware of financial delegation principles and processes. • Understand basic compliance obligations related to using resources and recording financial transactions.

Capability Framework

Leadership and People Management: *Inspire, engage and develop our people.*			
Inspire and lead with purpose	**Lead Reform and Change**	**Build and develop our people**	**Make sound and agile decisions**
• Take pride in the work you do and work to the best of your abilities. • Actively support and demonstrate organisational values and vision in actions and behaviours at work. • Contribute to the development of team goals.	• Support change initiatives and seek clarification when required. • Respond to change under the guidance of the supervisor and support others to adapt to change. • Share appropriate information within the team during times of change	• Clarify responsibilities, expected behaviours and outputs. • Contribute to a culture of continuous learning by identifying opportunities to develop own capabilities to achieve goals. • Engage and participate in performance and capability development conversations. • Role model inclusive behaviours and practices.	• Gather information and consider facts when making decisions. • Proactively seek information and ideas from others and consider all options. • Identify waste and look for efficiencies.

Capability Framework

Band 2 - Leading self and services/projects

Personal attributes: *Individual behaviour influenced by our values and ethical compass.*			
Act with integrity and uphold our values	**Display resilience and courage**	**Display self awareness and motivation**	**Practice principles of equity, diversity and inclusion**
• Represent Brisbane South PHN in an honest, ethical and professional way. • Support a culture of integrity and professionalism. • Support others to recognise their obligations to comply with legislation, policies, guidelines and the Code of Conduct.	• Provide honest feedback and advice. • Listen when ideas or actions are challenged, can justify own position, and seek to understand criticism in order to respond appropriately. • Is flexible, demonstrate initiate and respond quickly when situations change	• Adapt existing skills and knowledge to new situations to achieving work goals. • Show awareness of own strengths and areas for growth and development. • Seek feedback on behaviour and work performance. • Stay motivated when tasks become difficult.	• Pay attention to words, expression and body language. • Recognise behaviours that promote a culture of equity, diversity and inclusion. • Hold self accountable towards being inclusive by demonstrating cultural responsiveness when working with others. • Respond constructively to feedback regarding potential bias in language or behaviour.
Authentic Relationships: *Build strong and productive relationships internally, with our stakeholders and community.*			
Stakeholder Engagement	**Work collaboratively**	**Communicate with impact**	**Influence and negotiate**
• Facilitate and manage key relationships across the region and sector to achieve outcomes. • Proactively work to understand the interests and drivers of key stakeholders. • Represent Brisbane South PHN on relevant committees, advisory groups and events and facilitate collaboration across professional networks and within commissioned providers.	• Contribute to a supportive and cooperative team environment. • Consult within and across teams to share information and achieve shared outcomes. • Support others in challenging situations. • Show sensitivity to others' workload when asking for input and contributions.	• Communicate in a clear, concise and articulate manner and focus on key points. • Actively listen, ask questions, reflect back and tailor communication style and language to the needs and level of understanding of the audience. • Promote and use contemporary communication channels to share information and engage with audiences.	• Include knowledge and experience to support a recommendation or position. • Identify relevant stakeholders and ask questions to understand their interest, expectations and concerns. • Respond constructively to conflict and disagreements and is open to compromise. • Can resolve / manage an identified issue or can appropriately escalate.

Capability Framework

Meaningful Outcomes: *Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*			
Plan and Prioritise	**Deliver results**	**Demonstrate accountability**	**Drive innovation**
• Plan and coordinate allocated activities with the understanding of team objectives and project deliverables. • Support team goals and plans and use feedback to inform future planning. • Accommodate and respond with initiative to changing priorities and operating environments and adjust plans and schedules. • Consider the implications of immediate and longer-term orrganisational issues and how these might affect the achievement of team and unit goals and project plans.	• Seek and apply specialist advice when required. • Identify any barriers to achieving results and resolve these where possible and escalate as appropriate. • Contribute to allocating responsibilities and resources to ensure the team achieves goals. •	• Understand and apply critical and non-critical policy information related to area of work. • Understand delegations and act within authority levels. • Be aware of risks and act on or escalate risks, as appropriate.	• Display awareness of challenges of stakeholders and identify opportunities for improvement. • Review project/work performance and identify opportunities for improvement. • Resolve challenges through a comprehensive understanding and interpretation of policies or guidelines. If not available considers potential solutions, select the best option and take action when appropriate, or in consultation with others and supervisor.
Organisations Enablers: *Deploy effective enablers to enhance outcomes.*			
Apply principles of Commissioning	**Data literacy**	**Leverage technology**	**Understand financial requirements**
• Ability to lead aspects of the commissioning as part of a business team to meet health needs of the community. • Understand and implement commissioning principles.	• Identify the facts and type of data needed to understand a problem or explore an opportunity and use evidence-based approach in research activities. • Gain understanding and keep up to date on emerging data technology trends. • Demonstrate analytical and problem-solving skills, with a focus on using qualitative and quantitative data to drive decision making. • Use data and information to evaluate outcomes and continuously improve.	• Keep up to date with changes and innovations in own area of expertise. • Use available technology to improve individual performance and effectiveness. • Make effective use of records, information and knowledge management functions and systems. • Comply with the acceptable use of technology including information, communication and document control policies, systems and cyber security protocols. • Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies.	• Understand basic financial terminology, policies and processes. • Consider financial implications and value for money in making recommendations and decisions. • Understand how financial decisions impact the overall financial position. • Understand and act on financial audit, reporting and compliance obligations. • Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these.

Capability Framework

Leadership and People Management: *Inspire, engage and develop our people.*			
Inspire and lead with purpose	**Lead Reform and Change**	**Build and develop our people**	**Make sound and agile decisions**
• Understand the links of own role and output to the strategic goals of Brisbane South PHN and demonstrate behaviours which support values and vision internally and externally. • Ensure decision making reinforces Brisbane South PHN values and vision.	• Coordinate change initiatives, share information, and support others understanding the purpose, benefits and implications of change. • Share appropriate information with team members during times of change. • Recognise potential barriers to change and make recommendations to address these.	• Recognise own capabilities and performance improvement opportunities and proactively seek feedback and guidance to develop strategies to address any gaps. • Provide support and constructive feedback to others. • Contribute to enhancing organizational performance and culture via participation in working groups or other initiatives.	• Make and implement routine decisions on daily work in a timely manner. • Seek a wide range of information and collect from multiple sources when making evidence-based decisions. • Identify issues, assess significance and take appropriate actions to resolve the issues. • Ensure team goals and standards are met.

Capability Framework

Band 3 - Leading others and/or complex services/projects

Personal attributes: *Individual behaviour influenced by our values and ethical compass.*			
Act with integrity and uphold our values	**Display resilience and courage**	**Display self awareness and motivation**	**Practice principles of equity, diversity and inclusion**
• Promote ethical and professional behaviour reflective of the Code of Conduct and values and ensure others are aware of and understand the legislation and policy framework within Brisbane South PHN operate. • Role model within the boundaries of the role and delegation and provide objective advice and justify own views when challenged. • Act to prevent and report misconduct and illegal and inappropriate behaviour.	• Keep self and other calm when under pressure. • Demonstrates persistence when working through challenges and seek alternatives. • Take criticism of ideas and actions on board and respond in a thoughtful and considered way. • Able to handle emotionally charged situations or difficult issues objectively and effectively	• Keep up to date with relevant contemporary knowledge and practice. • Encourage others to seek opportunities to learn new skills and develop new capabilities. • Seek and respond positively to constructive feedback and identify areas of strengths and improvement required. • Demonstrate a high level of motivation and encourage this in others. • Support and enable others to achieve their goals.	• Model the use of inclusive language, assist others to adjust where necessary, and ensure its use in the team. • Ensure the team acknowledges, respects and is responsive to diverse cultures, experiences and perspectives. • Proactively address and manage non inclusive behaviour, practices and attitudes within the team. • Promote and support initiatives that create an inclusive and culturally safe working environment where differences are valued, and people feel empowered to contribute their unique perspectives and talents.

Authentic Relationships: *Build strong and productive relationships internally, with our stakeholders and community.*			
Stakeholder Engagement	**Work collaboratively**	**Communicate with impact**	**Influence and negotiate**
• Identify new ways Brisbane South PHN can engage with external stakeholders to deliver new or improved health services through proactive networking – the power of partnerships. • Contribute to the design of effective stakeholder engagement and analysis guided by the Stakeholder Engagement and Communication Framework. • Proactively attend and network at community, business partner events and forums to further organizational goals.	• Build cooperation and overcome barriers to information sharing and collaboration across functional areas. • Identify opportunities to work together with other teams, and engage to consult and share information, jointly solve problems, and celebrate shared outcomes. *Awareness of and application of collaboration tools to engage diverse audiences to solve problems and improve services.*	• Clearly explain complex concepts. • Write clearly, fluently and persuasively in a range of styles and formats. • "Reads the room" when presenting and actively adjust communication style and approach to ensure engagement.	• Influence others with an informed and considered approach and supported by sound arguments and reasoning. • Approach negotiations in the spirit of maintaining and strengthening relationships. • Encourage others to share and debate ideas. • Strive to achieve an outcome that delivers benefits for all parties.

Capability Framework

Meaningful Outcomes: *Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*			
Plan and Prioritise	**Deliver results**	**Demonstrate accountability**	**Drive innovation**
• Consider future goals or projects of the team and organisation when organisation own and others' work. • Initiate, prioritise, consult on and develop team goals, strategies and plans aligned with project goals. • Ensure current work plans and activities support and are consistent with organisational change initiatives. • Evaluate outcomes and adjust future plans accordingly.	• Ensure the team understand expected goals and how outcomes will be measured. • Identify resource needs and ensure goals are achieved within set budgets and deadlines. • Use data to evaluate outcomes and inform continuous improvement. • Identify priorities that need to change and ensure the allocation of resources meets new business needs. • Conduct and report on quality control audits ensuring organisational outcomes are achieved.	• Assess work outcomes and identify and share learnings to inform future actions. • Ensure that own and team actions focus on achieving organisational outcomes. • Exercise delegations responsibly. • Understand and apply high standards of financial probity with funding and other resources. • Identify risks to successfully achieving goals,and take appropriate steps to mitigate those risks.	• Anticipate, identify and address or escalate where required, issues and potential problems that may have an impact on achieving objectives. • Enhance a culture that encourages innovation within the team. • Apply knowledge of industry developments, trends and best sector practice to identify improvement opportunities and develop innovative solutions. • Seek and explore diverse ideas and viewpoints to identify improvement opportunities and develop solutions.
Organisations Enablers: *Deploy effective enablers to enhance outcomes.*			
Apply principles of Commissioning	**Data literacy**	**Leverage technology**	**Understand financial requirements**
• Ability to lead a commissioning process including leading staff in particular phases if required. • Ability to partner with community leaders, persons with lived experience and senior system partners in supporting change using a commissioning approach.	• Is accountable for decision making in relations to the data set, collection, compliance, development and management, care and maintenance of data within the team. • Ensure principles of data privacy and security are aligned with team's activities in handling sensitive data. • Promote implementations on emerging data technologies and support the team on a journey of continuously learning. • Ensure the team consistently uses data and information to evaluate outcomes and continuously improve.	• Identify opportunities to use a broad range of systems and technology to collaborate. • Monitor compliance with cyber security and the use of technology policies. • Identify ways to maximise the value of available technology to achieve organisational strategies and outcomes. • Monitor compliance with the organisation's records, information and knowledge management requirement.	• Is familiar with financial terminology, policies and processes. • Understand the impacts of funding allocations on team planning and budgets. • Understand and apply financial auditing, reporting and compliance obligations. • Know when to seek financial specialist advice and support and establish the relevant relationships. • Make decisions and prepare business cases, paying due regard to financial considerations.

Capability Framework

Leadership and People Management: *Inspire, engage and develop our people.*			
Inspire and lead with purpose	**Lead Reform and Change**	**Build and develop our people**	**Make sound and agile decisions**
• Role model behaviours which are reflective of the values and attitudes expected. • Translate organisational objectives into tangible team goals and explain the links for the team. • Ensure that team objectives and outcomes are aligned to the strategic vision and create value for stakeholders and the community. • Recognise, acknowledge and reward individual and team achievements.	• Support team in developing new ways of working and generating innovative ideas to approach challenges. • Engage the team in change processes and provide clear guidance and support. • Actively promote change processes and participate in communicating change initiatives across Brisbane South PHN. Identify cultural barriers to change and implement strategies to address these.	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes. • Develop work plans that consider capability, strengths and opportunities for continuous learning and development. • Monitor and report on team performance in line with established performance development frameworks. • Address and resolve team and individual performance issues in a timely and effective way.	• Initiate and develop long-term goals and plan to guide the work of the team in line with organisational objectives. • Allocate resources to ensure the achievement of organisational outcomes and contribute to wider workforce planning. • Ensure that team members base their decisions on a sound understanding of organisation and risk management principles. • Monitor performance against standards and take timely corrective actions.

Capability Framework

Band 4 - Leading others and/or programs

Personal attributes: *Individual behaviour influenced by our values and ethical compass.*			
Act with integrity and uphold our values	**Display resilience and courage**	**Display self awareness and motivation**	**Practice principles of equity, diversity and inclusion**
• Drive a culture of integrity and professionalism across Brisbane South PHN and align organisational processes to values and probity. • Monitor ethical practices, standards and systems and reinforce their use. • Address and act on identified breaches of illegal and inappropriate behaviour and/or conflict of interest issues.	• Remain composed and calm and act constructively in highly pressured and challenging situations and support others to do so. • Is decisive and develop effective strategies to chart course of actions enabling teams to resolve a challenging situation. • Welcome new challenges and persist in raising and working through difficult or controversial issues including criticism to own ideas. • Able to develop effective strategies in dealing with emotionally charged situations and difficult or controversial issues.	• Foster a culture of learning and high achievement. • Capitalise on the varying strengths of individuals and adjust behaviours to match expectations. • Display self-insight of own strengths and limitations and strive for continuous learning and development. • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation.	• Establish a workforce that is diverse and takes advantage of relevant knowledge and skills. • Promote the importance and value of cultural responsiveness and demonstrating it when working with others. • Create opportunities to improve knowledge of teams in the area of equity, diversity and inclusion. • Proactively address non-inclusive behaviours and practices within the organisation. • Support the development and implementation of systems, policies and practices that enable an inclusive and culturally safe working environment where people feel empowered to contribute their unique perspectives and talents.
Authentic Relationships: *Build strong and productive relationships internally, with our stakeholders and community.*			
Stakeholder Engagement	**Work collaboratively**	**Communicate with impact**	**Influence and negotiate**
• Respected by, add value to, and influence the decisions of stakeholders internally and outside the organisation in collaboration with others.	• Guide others to build a culture of collaboration by facilitating collaboration across teams to deliver outcomes. • Facilitate opportunities to develop joint solutions with internal and external	• Present with credibility, engage diverse audiences and test levels of understanding.	• Establish a negotiation position based on a firm grasp of key issues, anticipate the positions of others, and consider extent of the potential for compromise

Capability Framework

• Lead the design of effective stakeholder engagement and analysis guided by the Stakeholder Engagement and Communication Framework. • Develop and implement ways to strengthen collaboration across professional networks.	stakeholders across the region and sector. • Encourage others to use appropriate collaboration approaches and tools. • Share lessons learned across teams and programs.	• Translate technical and complex information clearly and concisely for diverse audiences. • Create opportunities for others to contribute to discussion and debate and promote information sharing across the organisation. • Ensure communication aligns with PHN scope.	acknowledging benefits, risks and potential disadvantages. • Use compelling arguments, strong evidence and expert opinion to influence outcomes. • Engage key stakeholders to support the position by identifying common ground to facilitate agreement and acceptance of mutually beneficial outcomes. • Resolve conflict using appropriate strategies and find solutions to manage sensitivities and ambiguities.

Meaningful Outcomes: *Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*

Plan and Prioritise	Deliver results	Demonstrate accountability	Drive innovation
• Understand the links between teams, organisation wide and government priorities in association with aligned projects. • Ensure team goals are clear and appropriate and include contingency provisions. • Monitor the progress of work activities or project milestones and make necessary adjustments. • Consider and assess the impact of changes, including government policy and economic conditions, on organizational plan and respond appropriately. • Undertake planning to help the organisation transition through change initiatives and evaluate progress and outcomes to inform future planning.	• Drive a culture of achievement and acknowledge input from others. • Use own professional knowledge and the expertise of others to drive forward organisational objectives and success measures. • Investigate and create opportunities to enhance the achievement of organisational objectives. • Progress organisational priorities and ensure that resources are acquired and used effectively. • Oversee quality assurance practices and determine how outcomes will be measured.	• Design and develop systems to establish and measure accountabilities and performance. • Model the highest standards of financial probity, demonstrating respect for funding and other resources. • Monitor and maintain team knowledge of and compliance with legislative and regulatory frameworks. • Oversee quality assurance practices. • Incorporate sound risk management principles and strategies into organisational planning.	• Seek and explore a range of possibilities and diverse ideas/input to improve system, process and organisational improvements. • Undertake objective, critical analysis to draw accurate conclusions that recognise and account for contextual issues weigh up alternatives and identify the most effective solutions in collaboration with others. • Take into account the wider organisational context when considering options to resolve issues. • Evaluate the performance and effectiveness of services, policies, projects and programs against clear criteria.

Capability Framework

Organisations Enablers: *Deploy effective enablers to enhance outcomes.*			
Apply principles of Commissioning	**Data literacy**	**Leverage technology**	**Understand financial requirements**
• Oversee quality commissioning activities of the team specifically navigation through the five phases of the commissioning cycle as defined by Brisbane South PHN. • Support the quality improvement and organisational development and implementation of commissioning frameworks, policies, procedures and systems. • Represent Brisbane South PHN in the complex partnerships and stakeholder engagement as well as the resolution of complex and/or sensitive issues with providers, suppliers and contractors. • Lead high risk procurement processes including those with significant political, financial or reputational risk.	• Model and monitor principles that guide Brisbane South PHN's data management decisions. • Is accountable for data quality within the team and provide information to the data governance working group if required. • Support the Executive team in establishing relevant systems and frameworks. • Promote and monitor principle of being data literate to make better decisions and support team in achieving these principles. • Ensure staff awareness of responsibilities in relation to escalation of data issues as per policy.	• Keep up to date with emerging technologies and technology trends to understand how their application can support organisational outcomes. • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes. • Actively manage risks to ensure compliance with cyber security and acceptable use of technology policies and report any breaches to the records, information and knowledge management systems, protocols and policies.	• 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 funding. • Understand and promote the role of sound financial management and its impact on organisational effectiveness. • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner.
Leadership and People Management: *Inspire, engage and develop our people.*			
Inspire and lead with purpose	**Lead Reform and Change**	**Build and develop our people**	**Make sound and agile decisions**
• Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve them. • Promote a sense of purpose and help the team understand the links with their work and the organisation's strategic and operational goals. • Influence and oversee the implementation of strategies aligned to Brisbane South PHN's priorities and goals. • Work with the Executive team to translate strategic direction into operational goals and build a shared understanding of the	• Promote the purpose and benefits of continuous improvement and ways of working and provide coaching and leadership in times of uncertainty. • Assist others to address emerging challenges and risks and generate support for change initiatives. • Translate change initiatives into practical strategies and explain these to the team, and their role in implementing them. • Implement structured change management processes to identify and develop responses to cultural barriers.	• Recognise talent, develop team capability, and undertake succession planning. • Coach and mentor team members and encourage continuous engagement, learning and development. • Implement performance development frameworks to align workforce capability with Brisbane South PHN's current and future priorities and objectives. • Review roles and responsibilities over time to align organisational priorities and outcomes.	• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve organisational goals. • Remove any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences. • Align systems and processes to encourage improved performance and outcomes and communicate progress updates to the team.

link between these and core business outcomes. • Create opportunities for recognising and celebrating high performance at the individual and team level.			• Make evidence based, financially sound decisions considering organisational resources and priorities.

Capability Framework

Band 5 - Leading others and portfolios or organisation

Personal attributes: *Individual behaviour influenced by our values and ethical compass.*			
Act with integrity and uphold our values	**Display resilience and courage**	**Display self-awareness and motivation**	**Practice principles of equity, diversity and inclusion**
• Lead by example and set a tone of integrity, presenting the highest standards of ethical and professional behaviour. • Act promptly and visibly to prevent and respond to complex ethical issues including breaches of ethical practice, values and standards. • Create and sustain a culture that supports and empowers to challenge and report inappropriate behaviour and breaches of legislation and policy. Direct the development of ethical practices, standards and systems and ensure staff are aware and their use is reinforced.	• Create a culture that encourages and support openness, persistence and genuine dialog around critical issues. • Provide clear explanation and argument for agreed positions while remaining open to valid suggestions for change. • Raise critical issues and make tough decisions. • Build commitment of others to adopt new strategies to deliver against outcomes. • Act as a stabilising influence even in the most challenging situations.	• Model and promote the value of ongoing professional and personal development and is proactive in seeking opportunities for growth and continuous learning. • Actively seek and encourage feedback on performance internally and externally. Integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour. • Manage challenging, ambiguous and complex issues calmly and logically. • Model initiative and decisiveness where individuals openly discuss strengths and development areas.	• Create and drive a culture that supports, respects and values the diversity of people, experiences, backgrounds and ideas. • Champion the organisational and community benefits generated by workforce inclusion and diversity practices, relating to and seeing issues from the perspectives of people from a diverse range of cultures, experiences and backgrounds. • Ensure Brisbane South PHN has equitable workplace systems, policies and practices that enable an inclusive and culturally safe working environment, where people feel empowered to contribute their unique perspectives and talents.

Capability Framework

Authentic Relationships: *Build strong and productive relationships internally, with our stakeholders and community.*			
Stakeholder Engagement	**Work collaboratively**	**Communicate with impact**	**Influence and negotiate**
- Lead the development of the stakeholder analysis and engagement strategy for Brisbane South PHN. - Expertise, knowledge and opinions are sought out, valued and respected by Brisbane South PHN's key stakeholders. - Obtain the commitment of key stakeholders to major projects and ensure ongoing communication. - Uses strong professional networks to bring value to Brisbane South PHN stakeholders. - Contribute to the growth of the business by engaging Government Officials, Departments and key health, business and community leaders.	- Create and sustain a collaborative and supportive organisational culture and systems across Brisbane South PHN and health system partners. - Identify and facilitate opportunities to collaborate with external stakeholders for mutual benefit and to deliver outcomes. - Establish systems, structures and practices to facilitate internal and external collaboration, information sharing and learning and overcome barriers.	- Articulate complex concepts and put forward compelling arguments and rationale to diverse audiences. - Speak in an influential manner to engage audiences, create meaning and maximise impact. - Promote the organisation's position with authority and credibility internally and externally. - Ensure the organisation capitalises on contemporary communication technology and channels to maximise engagement and impact with diverse internal and external audiences.	- Determine and communicate Brisbane South PHN's position with credibility in the community, region and sector. - Identify key stakeholders and influential experts and engage their support early in negotiations. - Seek expert input and advice to assist with negotiating strategy. - Represent Brisbane South PHN in critical and challenging negotiations. - Utilise a range of techniques to persuasively negotiate with and influence others. - Resolve conflict using appropriate strategies and finds solutions.
Meaningful Outcomes: *Focus on responding to challenges with meaningful actions which make a difference and improve outcomes.*			
Plan and Prioritise	**Deliver results**	**Demonstrate accountability**	**Drive innovation**
- Establish and communicate organisational objectives, ensuring that these are the focus for all planning activities and organisation of projects. - Influence Brisbane South PHN's current and potential future role by considering emerging trends, identifying opportunities and planning appropriately to maximise successful outcomes. - Ensure effective governance frameworks and guidance enable high-quality strategic, operational planning and project management. - Obtain key stakeholders' commitment to major project strategies, including cross-	- Use own professional knowledge and the expertise of others to initiate and drive forward organisational objectives and success measures. - Create and sustain a culture of achievement, fostering on-time and on budget quality outcomes and identify and remove potential barriers to achieving outcomes. - Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes. - Create a culture of identifying, organizing and celebrating success.	- Lead a culture of accountability with clear links to organisational goals. - Ensure Brisbane South PHN has integrated information and knowledge management systems for establishing and measuring accountabilities and performance and evaluate ongoing effectiveness. - Lead a culture that respects the obligation to manage funding and other resources responsibly and with the highest standards of probity. - Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation.	- Establish and sustain a culture that encourages innovation, incorporation of diverse perspectives, evaluation, learning and reflection and emphasize the value of continuous improvement. - Model high level critical analysis by identifying relationships between issues, absorbing complex information and discerning key implications for Brisbane South PHN to develop effective responses to critical issues. - Ensure the organisation has effective governance systems in place to evaluates projects and processes using appropriate methods to understand the factors that

organisational activities, and ensure ongoing communication through the appropriate allocation of budget, removal of roadblocks and decisive leadership.		• Ensure excellence in and compliance with Brisbane South PHN's agreed governance, compliance, regulatory and risk management standards and frameworks ensuring implementation organisation wide.	have contributed to success and failure and use insight for improvement.

Organisations Enablers: *Deploy effective enablers to enhance outcomes.*

Apply principles of Commissioning	Data literacy	Leverage technology	Understand financial requirements
• Lead the strategic development of commissioning frameworks, policies and supporting systems within Brisbane South PHN including identification and oversight of operational plan priorities. • Ensure that effective governance processes (including operational, clinical and cultural governance) are in place to support effective commissioning processes. • Monitor and evaluate compliance and effectiveness of the commissioning framework within Brisbane South PHN. This includes commissioning quality assurance and improvement.	• Lead the principle of high functioning and transparent data governance. • Ensure that Brisbane South PHN's data assets are aligned to the strategic plan promoting data as a valuable strategic asset. • Promote and communicate principles of why data literacy matters, what data literacy looks like and how to establish a baseline of employee skills and common data language. • Ensure Brisbane South PHN has organisational governance policies, procedures, systems, frameworks and plans in place that guide the organisation's data management decisions related to use, availability, standardisation, integrity, security, compliance and retention. • Ensure processes and training in place to effectively deal with actual or suspected data breaches. • Ensure emerging data technology trends are incorporated in governance processes and relevant frameworks and policies.	• Promote research and expert advice on the application of emerging technologies to achieve organisational outcomes. • Ensure that effective governance frameworks are in place to apply technology efficiently and effectively within Brisbane South PHN. • Establish and monitor effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies. • Ensure that effective policy and procedures are in place for records, information and knowledge management to meet regulatory, contractual and organisational requirements.	• Lead the strategic management of financial and budgetary compliance and governance. • Define organisational direction and set priorities and business plans with reference to key financial indicators. • Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions. • Anticipate and communicate operational needs and identify the most appropriate financing and funding strategies to meet them. • Ensure that Brisbane South PHN informs strategic decisions with appropriate advice from finance and risk professionals. • Establish effective governance to ensure that financial resources are used ethically and cautiously across the organisation.

Capability Framework

Leadership and People Management: *Inspire, engage and develop our people.*			
Inspire and lead with purpose	**Lead Reform and Change**	**Build and develop our people**	**Make sound and agile decisions**
• Drive Brisbane South PHN to be a leader and challenger in health services within the region. • Drive the implementation of strategies that align to Brisbane South PHN's vision, purpose and goals and communicate the parameters and expectations. • Inspire and create enthusiasm and commitment to goals and the understanding of priority settings within Brisbane South PHN's work. • Lead a culture of confidence and trust in the future direction of Brisbane South PHN. • Celebrate organisational success and high performance and engage in activities to empower people and maintain morale.	• Drive a continuous improvement culture, define high-level objectives and translate these into practical implementation strategies. • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context. • Create an organisational culture that actively seeks opportunities to improve. • Anticipate, plan for and address cultural barriers to change at the organisational level.	• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning. • Drive executive and senior leadership capability development and ensure effective succession management practices. • Implement effective approaches to identify and develop talent across Brisbane South PHN. • Model and encourage a culture of continuous learning and development, and leadership that values high levels of constructive feedback and exposure to new experiences. • Drive a culture of high performance and ensure performance issues are addressed with a sense of urgency.	• Ensure that organisational architecture is aligned to Brisbane South PHN's principles, values and goals and respond to changes over time. • Lead the strategic workforce planning and strategic resource utilisation to ensure Brisbane South PHN's aims and goals can be achieved. • Lead a culture of evidence-based decision making and set clear boundaries for the organisation in risk taking.

Capability Framework

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1 The Core Capabilities have been adapted from the NSW Public Sector Capability Framework developed by the NSW Government Public Service Commission and the Gold Coast Health Capability Framework.