

COMPETENCY FRAMEWORK

August 2023

COMPETENCY FRAMEWORK ARCHITECTURE

The Murray PHN Competency Framework outlines the skills and competencies critical to the success of the organisation.

The framework is made up of three types of competencies which are aligned with Murray PHN's vision, purpose and values.

It defines the competencies required in different roles, at different levels and in different work areas.

WHAT WE DO TECHNICAL COMPETENCIES The competencies that underpin the work we do to achieve our strategic priorities and community outcomes	HOW WE DO IT CORE COMPETENCIES The critical behaviours aligned with business needs and expected of everyone across the organisation	HOW WE LEAD LEADERSHIP COMPETENCIES The competencies expected of individuals who lead projects, people and/or business outcomes
<ul style="list-style-type: none">• Administration• Business and commercial acumen• Contract management• Data analytics, reporting and evidence• Digital literacy• Health system and community knowledge• Procurement• Program design• Project management and quality improvement• Risk management	<ul style="list-style-type: none">• Accountability• Adaptability• Collaboration• Communication• Cultural responsiveness• One team mindset• Partnership and stakeholder engagement• Professional practice• Systems thinking	<ul style="list-style-type: none">• Adaptive leadership• Holistic leadership• Interpersonal leadership



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COMPETENCY COMPONENTS

Definition - Explanation of the behaviour/ knowledge/ skill needed

Themes - Distinct components of the behaviour/ knowledge/ skills that make up the competency (Technical competencies)

Proficiency Level - Level of proficiency linked to organisational work level. Reflects complexity, breadth and impact

Indicators - Describes required behaviour, knowledge or skill

Heading - Major body of behaviour/ knowledge/ skill

 BUSINESS AND COMMERCIAL ACUMEN <i>WHAT WE DO – TECHNICAL COMPETENCY</i>			
Demonstrates strong business and commercial understanding; critically evaluates the value of actions taken, considers wider business implications of decisions and actions and ensures appropriate levels of governance and oversight; demonstrates a good understanding of the operating environment.			
<i>Themes: commercial context, business process implementation, operating oversight, legal and legislative understanding, compliance</i>			
Foundational	Applied	Expert	Leading
Demonstrates basic knowledge of the business and commercial context, including health system dynamics and organisational goals Begins to evaluate the value of actions and decisions, considering their potential impact on business outcomes and stakeholders	Showcases a sound understanding of the business and commercial context, including industry trends, market dynamics, and Murray PHN's goals Understands the value and impact of actions and decisions, considers the needs of stakeholders, financial implications, and organisational objectives	Demonstrates a deepening understanding of the business and commercial context; actively seeks opportunities to expand knowledge and stay informed about relevant issues and trends Evaluates the value and impact of actions and decisions, considering stakeholder needs, financial implications, and organisational priorities; uses analytical skills to evaluate	Demonstrates visionary leadership in understanding the broader business and commercial landscape, including industry trends, emerging community needs, and health system dynamics; anticipates and navigates the impact of external factors to position Murray PHN for success Masters the art of value optimisation through strategic decision-making. Applies high level analytical

PROFICIENCY LEVELS

The Murray PHN Competency Framework provides competency descriptors for four distinct proficiency levels. Competency proficiency levels are applied in position descriptions.

The below describes the differences between these proficiency levels and their alignment to levels within Murray PHN:

Foundational	Applied	Expert	Leading
<ul style="list-style-type: none"> Applies the competency in routine situations Deals with straightforward issues Implements standards and develops effective working relationships Requires guidance 	<ul style="list-style-type: none"> Applies the competency in situations with an element of complexity, requires occasional guidance Corrects issues in existing systems and processes, within existing procedures, processes or directions Sometimes coaches colleagues 	<ul style="list-style-type: none"> Independently applies the competency in complex situations, and across several areas Provides advice to enable decision-making, and delivers results within area Directs/ coaches individuals or teams 	<ul style="list-style-type: none"> Seen as an expert/ leader Turns strategy into reality Influences and shapes the application of capabilities at Murray PHN Comprehensively understands the internal and external environment Provides leadership that inspires and supports teams and individuals to achieve their goals



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WHAT WE DO - TECHNICAL COMPETENCIES

	<u>Administration</u>	Applies administrative processes and procedures to optimise workflow, maintain accurate documentation, ensure compliance with regulations, and support the overall operational efficiency and effectiveness of Murray PHN.
	<u>Business and commercial acumen</u>	Demonstrates strong business and commercial understanding; critically evaluates the value of actions taken, considers wider business implications of decisions and actions, and ensures appropriate levels of governance and oversight.
	<u>Contract management</u>	Oversees the contract lifecycle, from development and negotiation to execution, monitoring and completion. Ensures contracts are properly administered, terms and conditions are adhered to, and both parties fulfill their obligations.
	<u>Data analytics, reporting and evidence</u>	Analyses, interprets and draws meaningful insights from data and evidence in order to generate meaningful and comprehensive reports to support decision-making, solve problems, and drive organisational improvements. Applies appropriate data analysis techniques and uses reliable evidence to support evidence-based decision-making and enhance organisational effectiveness
	<u>Digital literacy</u>	Effectively navigates, understands and uses digital technologies and tools. Ability to use digital devices in a secure way to access and evaluate digital information, communicate and collaborate online, and engage in critical thinking and problem-solving in a digital environment.
	<u>Health system and community knowledge</u>	Understands the workings of the broader health system, including primary health networks, and how to achieve outcomes in this environment. Has knowledge of the health system's structure, functions, funding, policies and stakeholders, as well as the specific dynamics and needs of the local community, understands the connections and implications for key stakeholders.
	<u>Procurement</u>	Effectively manages the procurement process within Murray PHN, ensuring compliance with probity, tender governance, procurement strategy, company and legislative frameworks, and optimises value through transparent and accountable procurement practices.
	<u>Program design</u>	Demonstrates a systematic approach to purposeful program design that includes conducting feasibility assessments, engaging in collective planning, ensuring strategic alignment, and developing a funding rationale to design effective and sustainable healthcare programs to address community needs.
	<u>Project management and quality improvement</u>	Ensures successful completion of projects within quality, budget and schedules while achieving outcomes. Effective project management principles, methodologies and quality management systems, processes and techniques to monitor, control and improve quality and project outcomes throughout Murray PHN.
	<u>Risk management</u>	Applies risk management knowledge, principles, methodologies and procedures to proactively identify and manage risks and guide decision-making and actions.



ADMINISTRATION

WHAT WE DO – TECHNICAL COMPETENCY

Applies administrative processes and procedures to optimise workflow, maintain accurate documentation, ensure compliance with regulations, and support the overall operational efficiency and effectiveness of Murray PHN.

Themes: forward planning, time management, attention to detail, communication, event management, recordkeeping, reporting

Foundational	Applied	Expert	Leading
<p>Demonstrates a working knowledge of administrative, documentation and system requirements to support efficient workflow</p> <p>Coordinates meetings and tasks, prioritising to ensure optimal use of time</p> <p>Assists in the organisation of events and collaborates with stakeholders to meet requirements and support event success</p> <p>Monitors and follows up on assigned action items and understands the importance of tracking changes and updating stakeholders to support the achievement of deliverables</p> <p>Supports the planning and managing of meetings, and strives to manage time efficiently to optimise productivity</p>	<p>Demonstrates a sound understanding of administrative and system requirements of own area of work to perform effectively</p> <p>Provides suggestions and feedback to improve administrative documents and processes</p> <p>Effectively manages own meetings, tasks and time, prioritising and proactively managing competing requests to optimise efficiencies</p> <p>Follows up on action items, tracks and monitors changes, keeping stakeholders informed to support delivery of agreed deliverables</p> <p>Coordinates events, managing complexities between location, time and availability of stakeholders, and prioritises to meet the needs of participants</p>	<p>Demonstrates an extensive understanding of administrative and system requirements, leveraging this knowledge to optimise workflow efficiency</p> <p>Leads the development and implementation of standardised administrative procedures and best practices to enhance effectiveness</p> <p>Manages complex agendas with extensive and changing requirements, negotiating and collaborating with stakeholders to optimise efficiencies and ensure organisational requirements are met</p> <p>Manages multiple channels of communication, pre-empting and actioning agreed responses to increase efficiency and support optimal use of time</p> <p>Maintains statutory registers and relevant records in accordance with statutory obligations</p> <p>Organises large-scale and complex events for senior stakeholders</p>	<p>Leads the development and implementation of administration frameworks, systems and processes that maximise organisational efficiency and effectiveness</p> <p>Defines administration standards and protocols aligned with organisation, stakeholder and regulatory requirements, and contemporary practices</p> <p>Applies extensive understanding of organisation and board processes, role and structure, and relevant statutory obligations</p> <p>Provides high level oversight of Board, Committee and Executive meetings and papers and ensures production and distribution of minutes</p> <p>Stays abreast of current and emerging trends and practices, and identifies ways to continuously improve and streamline administrative processes, systems and approaches</p>





BUSINESS AND COMMERCIAL ACUMEN

WHAT WE DO – TECHNICAL COMPETENCY

Demonstrates strong business and commercial understanding; critically evaluates the value of actions taken; considers wider business implications of decisions and Actions, and ensures appropriate levels of governance and oversight; demonstrates a good understanding of the operating environment.

Themes: commercial context, business process implementation, operating oversight, legal and legislative understanding, compliance

Foundational	Applied	Expert	Leading
<p>Demonstrates basic knowledge of the business and commercial context, including health system dynamics and organisational goals</p> <p>Begins to evaluate the value of actions and decisions, considering their potential impact on business outcomes and stakeholders</p> <p>Participates in the implementation of basic business processes, following established guidelines and procedures</p> <p>Develops a basic understanding of the operating environment, including key factors and stakeholders involved</p> <p>Recognises the importance of compliance with legislative requirements; seeks to understand relevant industry regulations</p>	<p>Showcases a sound understanding of the business and commercial context, including industry trends, market dynamics and Murray PHN's goals</p> <p>Understands the value and impact of actions and decisions, considers the needs of stakeholders, financial implications and organisational objectives</p> <p>Understands and follows basic business processes and their relevance to achieving organisational goals; collaborates with team members to identify process improvement opportunities and contributes to their implementation</p> <p>Demonstrates understanding of the operating environment, including key factors and influences that affect business operations</p> <p>Applies a sound understanding of legal and legislative frameworks applicable to the business, and seeks guidance from legal experts to ensure compliance and mitigate legal risks in business operations</p>	<p>Demonstrates a deepening understanding of the business and commercial context; actively seeks opportunities to expand knowledge and stay informed about relevant issues and trends</p> <p>Evaluates the value and impact of actions and decisions, considering stakeholder needs, financial implications, and organisational priorities; uses analytical skills to evaluate options and make informed decisions that contribute to value creation</p> <p>Leads evaluation and optimisation of complex business processes, continuously improving efficiency, effectiveness and agility to drive operational excellence</p> <p>Considers and analyses the holistic business implications of decisions and actions; evaluates financial, operational, legal, reputational and stakeholder impacts, and develops innovative strategies to drive sustainable growth and long-term success</p> <p>Provides oversight and governance, ensuring the highest levels of control, risk management and compliance within the operating environment</p>	<p>Demonstrates visionary leadership in understanding the broader business and commercial landscape, including industry trends, emerging community needs and health system dynamics; anticipates and navigates the impact of external factors to position Murray PHN for success</p> <p>Masters the art of value optimisation through strategic decision-making. Applies high level analytical capabilities, financial acumen and business intuition to make informed decisions that maximise value creation</p> <p>Drives transformative change in business processes, identifying opportunities for optimisation, innovation and automation, driving a culture of continuous improvement</p> <p>Demonstrates an exceptional ability to evaluate the holistic business implications of decisions, considering financial, operational, legal, community and stakeholder impacts; builds strong relationships with stakeholders, fostering alignment, collaboration and shared value creation</p> <p>Provides strategic oversight and governance, ensuring alignment with the organisation's risk appetite; identifies and mitigates risks, navigates complex regulatory landscapes, and sets robust frameworks for ethical conduct and responsible business practices</p>





CONTRACT MANAGEMENT

WHAT WE DO – TECHNICAL COMPETENCY

Oversees the contract lifecycle, from development and negotiation to execution, monitoring and completion. Ensures contracts are properly administered, terms and conditions are adhered to, and both parties fulfill their obligations.

Themes: contract drafting, contract administration, legal and financial literacy, contract performance evaluation, dispute resolution, governance

Foundational	Applied	Expert	Leading
<p>Applies basic understanding of contract management, familiar with general principles and concepts</p> <p>Supports the development and maintenance of contract documentation, understanding the importance of organised document management to track basic contract milestones and deliverables</p> <p>Demonstrates the ability to follow all required processes in administering contracts; shows awareness of the key contract management steps</p> <p>Exhibits familiarity with common contract terms and clauses used in commissioning services contracts (legal and financial principles); recognises and understands basic contractual obligations and rights</p> <p>Shows a genuine commitment to continuous learning and seeks guidance to enhance contract management skills and understanding</p> <p>Compiles with legal, regulatory, and internal compliance frameworks</p>	<p>Demonstrates proficiency in contract drafting, and ensures the development of clear, concise and comprehensive contractual agreements for commissioned services</p> <p>Follows established systems and processes for contract administration, ensuring timely and accurate execution of commissioned services contracts</p> <p>Applies knowledge of legal and financial principles to analyse contractual provisions and understand their implications within commissioned services contracts</p> <p>Uses established monitoring and control mechanisms to track contract performance, identify variations and ensure compliance with contractual terms and conditions</p> <p>Adheres to legal, regulatory and internal compliance frameworks throughout the contract lifecycle, ensuring commissioned services contracts comply with relevant guidelines and policies</p>	<p>Demonstrates mastery in contract drafting, negotiation and ensures the development of clear, concise and comprehensive contractual agreements for commissioned services</p> <p>Oversees highly effective systems and processes for contract administration, specifically tailored to commissioned services</p> <p>Leverages deep legal and financial knowledge to analyse complex contractual provisions and implications within commissioned services contracts</p> <p>Implements advanced monitoring and control mechanisms to track contract performance, manage variations and ensure contractual compliance</p> <p>Exhibits expertise in resolving complex contract-related disputes and conflicts specific to commissioned services; demonstrates exceptional skills in negotiation, mediation and alternative dispute resolution techniques to reach mutually beneficial outcomes</p> <p>Ensures adherence to legal, regulatory and internal compliance frameworks throughout the lifecycle of commissioned services contracts</p>	<p>Develops and monitors the strategic approach to contract management that aligns with the goals and objectives of commissioned services</p> <p>Establishes and maintains robust systems and processes for contract administration specific to commissioned services to ensure efficient and effective contract execution</p> <p>Leads the development and negotiation of contracts for commissioned services, ensuring clear and comprehensive terms and conditions that meet the specific requirements of commissioned services</p> <p>Collaborates with legal and procurement teams to ensure compliance with applicable laws, regulations and internal policies during contract development and negotiation for commissioned services</p> <p>Develops and implements strategies and approaches for effectively managing contract-related disputes and conflicts specific to commissioned services</p> <p>Ensures organisational compliance with governance frameworks and processes, including contract review and approval procedures, to maintain transparency, accountability and risk management</p>



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DATA ANALYTICS, REPORTING AND EVIDENCE

WHAT WE DO – TECHNICAL COMPETENCY

Analyses, interprets and draws meaningful insights from data and evidence in order to generate meaningful and comprehensive reports to support decision-making, solve problems and drive organisational improvements. Applies appropriate data analysis techniques and uses reliable evidence to support evidence-based decision-making and enhance organisational effectiveness

Themes: meaningful data and reporting, data literacy, data management, data collection, data application, data evaluation, data-driven decisions, statistical methods, data visualisation

Foundational	Applied	Expert	Leading
<p>Demonstrates knowledge of analytical tools for inputting and extracting data</p> <p>Shows basic data literacy skills in obtaining and analysing information from different sources</p> <p>Able to operate and maintain systems and databases including customisation, data integrity checks and reporting</p> <p>Selects and uses simple data visualisation techniques from available options</p>	<p>Applies understanding of analytical and integrations tools and project requirements to select and implement appropriate data collection methods and techniques</p> <p>Effectively collects, organises and presents internal and external data to uncover patterns, trends and relationships, and provide insights and understanding</p> <p>Applies a variety of visualisation techniques and designs the content and appearance of data visuals</p> <p>Presents and explains analysis to stakeholders in a clear and easily understood manner</p> <p>Critically evaluates and assesses the quality and relevance of evidence and reports from multiple sources to support informed decisions and complex problem resolution</p>	<p>Is widely considered to be an expert in data mining, analytics and visualisation and coaches others</p> <p>Applies various techniques to analyse complex and large-scale datasets, uncover intricate patterns, and generate robust reports and insights</p> <p>Seeks to gain a greater understanding of the data through triangulation and uses this to plan for a more targeted analysis</p> <p>Advises on the appropriate use of data visualisation for different purposes and contexts</p> <p>Presents analytical approaches and results to stakeholders, developing dashboards and extracting the “so what” of results</p> <p>Applies appropriate consideration of data governance, privacy, ethics, compliance and reporting regulations</p>	<p>Leverages data analytics and evidence to drive organisation-wide insights and inform strategic decisions</p> <p>Researches and introduces new analytical and business tools to apply throughout the organisation that support Murray PHN outcomes</p> <p>Actively promotes the integration of data-driven insights into various business functions</p> <p>Champions the use of data analytics as a strategic asset and work to embed data-driven decision-making into Murray PHN’s culture</p> <p>Articulates complex analytical approaches and results to executive stakeholders and effectively communicates the “so what” to drive their understanding and engagement</p> <p>Actively seeks out opportunities to apply data in novel ways and drive disruptive innovations</p> <p>Effectively leads and manages the implementation of new data practices, reporting frameworks and technologies, ensuring seamless adoption and integration across Murray PHN</p>





DIGITAL LITERACY

WHAT WE DO – TECHNICAL COMPETENCY

Effectively navigates, understands and uses digital technologies and tools. Ability to use digital devices in a secure way to access and evaluate digital information, communicate and collaborate online, and engage in critical thinking and problem-solving in a digital environment.

Themes: digital technology skills and tools, hybrid tools, digital communication, cybersecurity and privacy, digital learning

Foundational	Applied	Expert	Leading
<p>Performs a range of tasks using digital tools; understands various digital tools available to use and collect information</p> <p>Uses online collaboration tools to connect, communicate and collaborate with others in-person and online</p> <p>Is committed to learning and confidently using new digital tools and technologies to increase effectiveness and efficiency</p> <p>Protects user and community data safety in line with Murray PHN’s governance, IT security and privacy policies</p>	<p>Actively contributes to a work culture where technology is used effectively, efficiently and ethically and supports others to develop their digital competence</p> <p>Uses technology tools to collaborate with colleagues and exchange knowledge effectively in a hybrid team</p> <p>Able to use a range of digital tools and platforms effectively and explores new technology and digital methods relevant to own role</p> <p>Demonstrates strong understanding of the importance of cyber security and applies Murray PHN framework, policies and practices</p>	<p>Shares expertise and guides others in adapting to and leveraging digital tools and strategies effectively</p> <p>Integrates digital technologies into workflows and processes for enhanced productivity, collaboration and outcomes</p> <p>Maintains knowledge on emerging technologies and reviews existing digital tools to assess and continuously improve the organisation’s digital capability</p> <p>Promotes and encourages the use of technology to enhance cross-functional collaboration, communication and teamwork, regardless of physical location</p> <p>Manages risks associated with digital safety and provides guidance to others in relation to cyber security and data protection issues</p>	<p>Leads the implementation of innovative digital tools to provide Murray PHN with efficient methods of collecting, managing and using information to support organisational decision-making and business outcomes</p> <p>Embeds and optimises new technology tools to optimise hybrid work and enhance collaborative outcomes across and beyond the organisation</p> <p>Serves as a mentor and leader in guiding others in digital adaptation and fostering a culture of digital proficiency</p> <p>Successfully leverages technologies in Murray PHN’s work to increase impact</p> <p>Implements organisation-wide policies and guidelines to manage cybersecurity and digital privacy regulations effectively, to maintain a healthy and sustainable digital working culture</p>



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HEALTH SYSTEM AND COMMUNITY KNOWLEDGE

WHAT WE DO – TECHNICAL COMPETENCY

Understands the workings of the broader health system, including primary health networks, and how to achieve outcomes in this environment. Has knowledge of the health system’s structure, functions, funding, policies and stakeholders, as well as the specific dynamics and needs of the local community, understands the connections and implications for key stakeholders.

Themes: health systems knowledge including legislation, funding and policies, community knowledge and engagement, First Nations knowledge, rural primary care and interventions

Foundational	Applied	Expert	Leading
<p>Demonstrates basic knowledge of the structure and components of the health system, including the concept of primary health networks and their role in supporting local healthcare services</p> <p>Understands the importance of engaging the local community for healthcare initiatives and demonstrates awareness of community dynamics, including cultural, socioeconomic and demographic factors</p> <p>Demonstrates awareness of unique health challenges faced by First Nations communities and understands the historical and cultural contexts that impact First Nations health</p> <p>Shows familiarity with the specific healthcare needs and challenges of rural communities and understands the role of primary care in rural areas and the availability of healthcare services</p> <p>Demonstrates awareness of evidence-based interventions and practices in healthcare and understands the importance of prevention, early intervention and management of health conditions</p>	<p>Understands the interrelationships and complexities of different components within the health system and applies knowledge to interpret legislation, funding models and policies to assess their impact on healthcare delivery</p> <p>Actively engages with the local community to identify healthcare needs and develops tailored interventions, applying cultural competence and sensitivity to address community-specific healthcare concerns</p> <p>Implements culturally appropriate healthcare practices and interventions for First Nations communities and recognises historical and systemic factors that impact First Nations health outcomes</p> <p>Develops innovative strategies to overcome barriers in rural healthcare delivery and collaborates with multidisciplinary teams to optimise primary care services in rural areas</p> <p>Applies a comprehensive approach to healthcare interventions, including prevention, early intervention and management, incorporating community engagement and feedback to ensure interventions meet local needs</p>	<p>Demonstrates a comprehensive understanding of health system legislation, funding mechanisms and policies, and their implications on healthcare delivery</p> <p>Leads initiatives that address health inequities and social determinants of health, ensuring community voices are central to decision-making processes</p> <p>Establishes strong and nurturing partnerships with diverse community stakeholders, including government agencies, community organisations and local leaders</p> <p>Exhibits extensive knowledge and expertise in First Nations health, acting as a resource and advocate for the inclusion of First Nations perspectives and traditional healing practices in the healthcare system</p> <p>Provides expert consultation and guidance on rural healthcare policy development and implementation</p> <p>Leads the development of complex health interventions using advanced research methodologies to develop and disseminate best practices and guidelines for specific health conditions or populations</p>	<p>Develops and implements strategic plans and policies within Murray PHN to align with broader health system goals, advocating for legislation, funding and policy changes, to improve the effectiveness and efficiency of the health system</p> <p>Designs and implements community engagement strategies that foster meaningful partnerships and active participation in healthcare decision-making processes</p> <p>Leads efforts to integrate traditional healing practices and First Nations knowledge into the healthcare system, designing initiatives that address the social, cultural and historical determinants of health disparities faced by First Nations populations</p> <p>Serves as a trusted liaison and advocate between the healthcare system and rural community groups, to implement innovative models of primary care delivery that address the unique challenges and needs of rural communities</p> <p>Guides Murray PHN in the adoption of best practices and quality improvement initiatives to optimise healthcare outcomes</p>





PROCUREMENT

WHAT WE DO – TECHNICAL COMPETENCY

Effectively manages the procurement process within Murray PHN, ensuring compliance with probity, tender governance, procurement strategy, company and legislative frameworks, and optimises value through transparent and accountable procurement practices.

Themes: probity, tender governance, procurement strategy, compliance with company and legislative frameworks, operating environment tender processes

Foundational	Applied	Expert	Leading
<p>Understands the importance of probity in procurement and following basic principles of fairness, honesty and transparency; seeks guidance and direction from more experienced team members or supervisors to ensure adherence to probity principles</p> <p>Follows basic instructions and procedures provided by supervisors or more experienced team members when participating in tender processes</p> <p>Understands and follows basic compliance requirements related to company policies and relevant legislative frameworks</p> <p>Demonstrates awareness of Murray PHN's procurement strategy and its alignment with broader goals and objectives</p> <p>Works with providers and suppliers to ensure that outcomes are delivered in line with time and quality requirements</p>	<p>Applies probity principles consistently throughout the procurement process, ensuring transparency, fairness and ethical conduct</p> <p>Understands and applies established guidelines, policies and procedures for tendering processes, ensuring compliance and efficiency</p> <p>Effectively navigates procurement processes and demonstrates awareness of procurement risks and actions to manage or mitigate these risks</p> <p>Develops and maintains well-written, accurate documentation and records to demonstrate compliance with regulation, frameworks and internal policies</p> <p>Understands tender evaluation and selection in line with established guidelines and principles</p> <p>Seeks guidance from experienced professionals to navigate complexities and challenges related to procurement processes where required</p>	<p>Demonstrates a mastery in applying probity principles across all aspects of the procurement process, ensuring the highest standards of integrity, transparency and ethical conduct</p> <p>Contributes to the development of robust guidelines, policies and procedures to govern all stages of the tendering process, emphasising efficiency, effectiveness and risk management</p> <p>Proactively engages with key stakeholders, both internally and externally, to align procurement strategy with emerging trends, industry best practices and evolving community needs</p> <p>Ensures compliance with all relevant company policies, regulations and legislative frameworks governing procurement processes</p> <p>Navigates and guides others in the operating environment complexities related to procurement, including industry dynamics, market conditions and evolving tender processes</p> <p>Applies expert judgment and strategic decision-making to effectively manage risks, complexities and potential challenges associated with tender processes</p>	<p>Establishes robust mechanisms to promote integrity, fairness and ethical conduct in all procurement activities; leads by example in upholding high standards of transparency and accountability</p> <p>Develops and implements effective governance frameworks and processes, providing leadership in establishing clear guidelines, policies and procedures for tendering processes to guide procurement activities</p> <p>Leads the development and implementation of a comprehensive procurement strategy aligned with strategic goals; monitors and evaluate the effectiveness of procurement across Murray PHN</p> <p>Ensures compliance with policies, regulations and legislative frameworks governing procurement processes; provides guidance to others to ensure adherence to compliance requirements</p> <p>Deep understanding of the operating environment, specific tender processes relevant to Murray PHN and external context; applies strategic decision-making and risk management principles to lead complex tender processes successfully</p>



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PROGRAM DESIGN

WHAT WE DO – TECHNICAL COMPETENCY

Demonstrates a systematic approach to purposeful program design that includes conducting feasibility assessments, engaging in collective planning, ensuring strategic alignment, and developing a funding rationale to design effective and sustainable healthcare programs to address community needs.

Themes: purposeful design, feasibility assessment, collective planning, strategic alignment, funding rationale

Foundational	Applied	Expert	Leading
<p>Has basic knowledge of purposeful program design, including key components and factors that contribute to a well-designed program</p> <p>Recognises the need to conduct feasibility assessments to ensure practicality and viability of proposed program designs and assists in gathering data related to resources, stakeholders and potential implementation challenges</p> <p>Participates in collaborative planning sessions, contributing to the program design process, and gains exposure to stakeholder engagement strategies and techniques used to gather input and feedback</p> <p>Demonstrates awareness of how effective program design supports Murray PHN's strategic priorities</p> <p>Shows awareness of the importance of developing a funding rationale to secure resources for program implementation; supports the preparation of basic financial analysis and budget consideration</p>	<p>Applies the established program design framework within Murray PHN to develop healthcare programs that align with strategic goals</p> <p>Contributes to the identification of relevant evidence-based practices and approaches to inform program design decisions</p> <p>Assists in conducting feasibility assessments by providing input on resource availability, stakeholder engagement and potential implementation challenges, contributing to recommendations</p> <p>Actively participates in planning processes, offering insights and suggestions based on specific expertise or experience; contributes to the development of communication strategies and materials to engage stakeholders in program design decisions</p> <p>Understands Murray PHN's strategic priorities and contributes to program design efforts that align with those priorities</p> <p>Contributes to the development of a funding rationale by providing input on resource needs, potential funding sources and cost considerations</p>	<p>Applies advanced knowledge of evidence-based practice to inform program design decisions that align with the strategic goals of Murray PHN and address complex healthcare challenges</p> <p>Conducts in-depth feasibility assessments, including resource analysis, stakeholder engagement and risk assessment, to ensure realistic program planning and implementation</p> <p>Facilitates a collaborative and inclusive planning processes, bringing together diverse stakeholders, including community members, healthcare professionals, policymakers and researchers</p> <p>Exhibits exceptional ability to align program design with the strategic priorities, vision and values of Murray PHN</p> <p>Develops and implements strategies to ensure seamless integration and coherence between the program and other initiatives within Murray PHN and other PHNs</p> <p>Demonstrates deep understanding of funding mechanisms, sustainability models and innovative financing approaches in developing sophisticated funding rationales</p>	<p>Leads the development and implementation of a purposeful and strategic program design approach and framework within Murray PHN, fostering a culture of innovation, creativity and continuous improvement in program design processes</p> <p>Conducts a strategic needs analysis by considering long-term trends, systemic issues and stakeholder perspectives to inform program design at a strategic level</p> <p>Leads a collaborative processes to engage stakeholders in the planning and design of healthcare programs, fostering a participatory approach that incorporates diverse perspectives and expertise</p> <p>Aligns program initiatives with the strategic priorities, values and goals of Murray PHN, ensuring coherence and synergy between the program and other initiatives within Murray PHN</p> <p>Effectively communicates clear and compelling rationales for program funding, identifying and leveraging funding sources, grants and partnerships to support program implementation</p>



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PROJECT MANAGEMENT AND QUALITY IMPROVEMENT

WHAT WE DO – TECHNICAL COMPETENCY

Ensures successful completion of projects within quality, budget and schedules while achieving outcomes. Effective project management principles, methodologies and quality management systems, processes and techniques to monitor, control and improve quality and project outcomes throughout Murray PHN.

Themes: Project and resource management, progress monitoring, quality standards, process improvement, quality management systems

Foundational	Applied	Expert	Leading
<p>Understands project goals, steps to be taken and expected outcomes</p> <p>Identifies and monitors risks and resourcing gaps to project manager/team and proposes solutions to problems that arise</p> <p>Understands the relevant quality standards and frameworks to ensure quality objectives are met</p> <p>Supports others to ensure services, processes and documentation comply with relevant quality industry standards, regulations and legal requirements</p> <p>Plans and delivers tasks in line with agreed milestones and timeframes, seeks help to overcome barriers</p> <p>Uses tools and systems to manage the quality of services and processes delivered throughout their lifecycle</p> <p>Shares information on quality management processes and systems to drive understanding of quality requirements</p>	<p>Sets clear project plans with defined objectives and timelines, and manages projects to achieve project outcomes and objectives</p> <p>Manages resources, budgets and schedules to mitigate the impact of risks and deliver projects within agreed terms</p> <p>Applies the recognised quality standards and frameworks to achieve and maintain quality objectives and standards</p> <p>Evaluates the services and processes, assessing compliance to quality standards, regulations and legal requirements</p> <p>Defines the key performance indicators for the project and reviews progress against metrics to achieve project outcomes</p> <p>Monitors the current quality tools and systems to assess their effectiveness and improve on the quality of services or processes</p> <p>Collaborates with others across different teams and departments to share information and ensure quality management</p>	<p>Evaluates the identified quality standards and frameworks in their applicability and relevancy to ensure consistent quality requirements and outcomes</p> <p>Drives project outcomes within budgets and timelines while coordinating multiple complex projects and competing priorities</p> <p>Provides guidance and support to teams in implementing risk and resource mitigation plans to optimise resource allocation and minimise risks</p> <p>Conducts internal quality audits to identify quality issues and implements corrective actions, improving on the quality management compliance processes</p> <p>Evaluates the progress and completion of multiple projects to inform future planning and continuously improve projects</p> <p>Defines the tools and systems required to improve and enhance the delivery and quality of services or processes within Murray PHN</p> <p>Actively engages with stakeholders to share quality improvement initiatives across the organisation and ensure an integrated approach to quality management</p>	<p>Defines the strategic projects and long-term plans for Murray PHN to set future project pipelines and achieve organisational goals and objectives</p> <p>Implements risk and resource management frameworks and systems to improve Murray PHN's identification and evaluation of project risks and resourcing issues</p> <p>Defines the organisation-wide quality standards and frameworks to incorporate community-centric approaches and ensure ongoing alignment with quality standards and frameworks</p> <p>Develops quality management strategies/ plans to maintain compliance and ensure objectives are communicated, defined and achieved across the organisation</p> <p>Drives learning and development initiatives for project planning and management to uplift the organisation's project management capabilities</p> <p>Implements best practice and industry leading quality management tools and methodologies to drive continuous improvement initiatives, and improve efficiency and effectiveness</p> <p>Promotes a culture of collaboration and collective ownership of quality outcomes to drive knowledge sharing and mutual growth across Murray PHN</p>



Leadership



Collaboration



Respect



Accountability



Innovation



RISK MANAGEMENT

WHAT WE DO – TECHNICAL COMPETENCY

Applies risk management knowledge, principles, methodologies and procedures to proactively identify and manage risks and guide decision-making and actions

Themes: risk identification, assessment, mitigation and reporting, compliance

Foundational	Applied	Expert	Leading
<p>Demonstrates an understanding of basic risk identification techniques and can identify common risks within their area of responsibility</p> <p>Participates in risk assessment activities and contributes to the evaluation of risks within defined risk appetite</p> <p>Supports risk mitigation efforts by implementing basic risk control measures and following established procedures and guidelines</p> <p>Assists in the preparation of basic risk reports and communicates identified risks to relevant stakeholders</p>	<p>Conducts comprehensive risk analyses, using appropriate qualitative and quantitative methods to assess risks and prioritise them based on their significance</p> <p>Develops risk mitigation plans, including identifying appropriate risk response strategies and implementing preventive measures to minimise risk exposure</p> <p>Monitors identified risks, tracks progress, and provides regular updates to stakeholders on risk status and the effectiveness of mitigation measures</p> <p>Effectively communicates risks to stakeholders, including senior management and project teams, and facilitates discussions on risk management strategies and action plans</p>	<p>Develops and implements comprehensive risk management strategies aligned with organisational objectives, considering both short-term and long-term risks</p> <p>Integrates risk management into all aspects of organisational processes, projects and decision-making, ensuring risk considerations are embedded in Murray PHN's culture</p> <p>Establishes and maintains a robust risk governance framework, including policies, procedures and guidelines, to ensure consistent and effective risk management practices across Murray PHN</p> <p>Uses advanced risk analytics techniques, such as scenario analysis or predictive modeling, to enhance risk assessment and decision-making processes</p>	<p>Provides leadership in implementing an enterprise-wide risk management framework, ensuring risk management is integrated into strategic planning and business operations across Murray PHN</p> <p>Fosters a risk-aware culture by promoting risk awareness, accountability and ownership at all levels Murray PHN, and encourages a proactive approach to risk management</p> <p>Identifies emerging risks and develops innovative approaches to address these risks, staying ahead of trends and disruptions</p> <p>Engages with key stakeholders, executives and external partners, to gain their support and involvement in risk management initiatives and decision-making processes</p>



Leadership



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HOW WE DO IT - CORE COMPETENCIES

	<u>Accountability</u>	Takes responsibility for self and team performance; demonstrating analytical thinking and systems thinking to deliver services in an effective and professional manner.
	<u>Adaptability</u>	Exhibits a positive and flexible attitude towards change, aligning with shifting demands, continuously evaluating and adjusting in dynamic environments, and resiliently bouncing back from challenges.
	<u>Collaboration</u>	Cooperates and works collaboratively with individuals within own team, across Murray PHN and externally; identifies opportunities for partnerships and knowledge sharing; identifies connections between roles to promote efficiency and best practice to achieve shared objectives.
	<u>Communication</u>	Shares information, best practice, data and/or insights across teams and locations; speaks openly and honestly about issues and works to reach constructive solutions; actively listens when others are speaking and values the opinions of others; negotiates and engages effectively to gain support and agreement from others.
	<u>Cultural responsiveness</u>	Works effectively in diverse cultural contexts, applying cultural intelligence and cross-cultural communication skills. Demonstrates cultural sensitivity, adaptability and empathy in order to foster understanding, collaboration and respectful interactions across different cultures.
	<u>One team mindset</u>	Seeks knowledge, best practice and resources held across Murray PHN to work most effectively; develops and maintains positive, open working relationships across Murray PHN to align on commitments and effectively communicate needs. Acts in a way that clearly represents commitment to Murray PHN stakeholders, employees and the community.
	<u>Partnership and stakeholder engagement</u>	Systematically identifies stakeholders, implementation of effective engagement strategies, open communication and transparency, and skillful management of expectations, fostering collaborative relationships and mutual understanding to achieve shared goals.
	<u>Professional practice</u>	Consistently demonstrates professionalism, adherence to ethical standards, unwavering integrity and responsible conduct in one's work, reflecting a commitment to excellence, trustworthiness and accountability.
	<u>Systems thinking</u>	Applies a systems thinking approach to problem-solving and decision-making that considers the interdependencies and interrelationships of the complex health and PHN systems.



ACCOUNTABILITY

HOW WE DO IT – CORE COMPETENCY

Accepts responsibility for self and team performance; demonstrating analytical thinking and systems thinking to deliver services in an effective and professional manner.

Foundational	Applied	Expert	Leading
<p>Defines clear expectations for self and takes ownership for achieving set goals</p> <p>Cares deeply about their work, actively contributes to plans and decisions made and supports their team in achieving desired results</p> <p>Shows awareness of potential obstacles to goal achievement and seeks assistance in removing or overcoming these obstacles</p> <p>Strives to consistently deliver to agreed tasks or goals and keeps others informed of progress</p> <p>Displays initiative, flexibility and focus to get things done, seeing things through to completion</p> <p>Willingly listens to feedback and proactively adjusts any behaviours misaligned with professional or ethical standards</p>	<p>Defines clear expectations for self and others within a team or project, and takes ownership for achieving objectives and desired results</p> <p>Cares deeply about their own and team's work, ensures alignment of tasks and goals to Murray PHN strategic goals</p> <p>Proactively identifies potential obstacles to goal achievement and leads overcoming these with the support of others</p> <p>Can be relied on to deliver in line with agreed actions and keeps others informed of progress, empowers team members to complete tasks and goals but maintains oversight to ensure successful completion</p> <p>Motivates self to focus on the job even when under pressure or when faced with setbacks or obstacles</p> <p>Seeks constructive feedback on own performance and where mistakes or poor performance is identified, willingly admits errors and rectifies them in future actions</p>	<p>Empowers and coaches others to set high standards for team or project performance, and takes responsibility for delivering results within remit</p> <p>Cares deeply about the success of Murray PHN and helps others to see the importance of their contribution to organisational success, ties individual goals and tasks to the strategic plan</p> <p>Demonstrates proactiveness and persistence in overcoming and removing obstacles that impair goal achievement</p> <p>Effectively delegates tasks, provides guidance and support, and holds team members accountable for achieving desired outcomes</p> <p>Consistently delivers on agreed goals and can be relied on to meet or exceed expectations; investigates goals or tasks that have not been delivered on time or to an acceptable standard, to drive improvement in future</p> <p>Champions and supports others in the achievement of the highest possible standards</p> <p>Does not rationalise away poor practices or performance and follows up with individuals to ensure learning and improved performance</p>	<p>Leads through the toughest challenges and takes ownership for Murray PHN's performance</p> <p>Cares deeply and displays genuine passion for the success of Murray PHN, empowers others to take actions that place Murray PHN's best interests above the best interests of their own team or project</p> <p>Anticipates and addresses potential obstacles to achievement of goals, identifies and plans how to measure outcomes to evaluate success</p> <p>Strategically assigns tasks, fostering autonomy, holding team members accountable for their performance, and consistently evaluating and recognising their contributions towards achieving desired outcomes</p> <p>Identifies barriers to achieving excellence across the business and looks for ways of removing them</p> <p>Recognises good performance from individuals and teams; never accepts excuses for breaches of ethics, values or regulations, and confronts potentially unethical behaviour in others</p>





ADAPTABILITY

HOW WE DO IT – CORE COMPETENCY

Exhibits a positive and flexible attitude to change, evaluates and aligns approach with shifting priorities in dynamic environments, shows resilience in adapting to new ways of work to deliver results

Foundational	Applied	Expert	Leading
<p>Seeks guidance with ambiguity and change by asking clarifying questions, responds to change with a positive attitude and willingness to learn, and aligns individual goals and behaviours accordingly</p> <p>Quickly adapts to changing priorities, methods and practices in own area of work and positively influences co-workers to accept change</p> <p>Demonstrates ability to cope with setbacks and challenges</p> <p>Whole-heartedly supports change that is aligned to achieving Murray PHN's strategic objectives, even when others oppose it</p> <p>Continuously sets high standards of work for oneself; demonstrates a drive to deliver quality work, regardless of change or disruption taking place</p> <p>Actively participates in learning new methods, procedures, techniques or systems as required</p>	<p>Demonstrates a flexible and adaptable working style, capable of adjusting to changing circumstances and work requirements with minimal guidance</p> <p>Understands the rationale for change and can clearly articulate the organisational benefits, as well as anticipate and communicate the impact of change on own team</p> <p>Supports change by encouraging others to draw on support in challenging situations, leveraging strengths and expertise of others when required</p> <p>Shows understanding of how change affects themselves and their team; provides assistance to help others understand rationale and impact of change</p> <p>Continuously sets high standards of work for oneself and others; focuses on delivery of quality work within agreed timeframes, regardless of change or disruption taking place</p> <p>Keeps up to date with latest news, information and trends to have relevant knowledge of the primary health system</p>	<p>Role-models adaptability within complex and dynamic environments</p> <p>Exhibits a growth mindset, clearly articulating the rationale and organisational benefits of change, as well the impact of change on teams across Murray PHN, encourages team members to share their opinions and feedback on change</p> <p>Draws a clear roadmap for change, creates supporting systems, processes and infrastructure to ensure that own teams are not negatively affected by transition to change</p> <p>Maintains team spirit during difficult situations; focuses team on shared objectives and reminds them of the need to stay cohesive</p> <p>Continually strives to achieve challenging goals, demonstrates perseverance by working relentlessly regardless of change or disruption taking place, thereby setting an example for the team</p> <p>Keeps up to date with latest news, information and trends to be considered knowledgeable within the primary health system, and ensures team members have the resources to pursue their learning</p>	<p>Mobilise and lead the organisation in improving agility and adaptability within complex and dynamic environments</p> <p>Develop and embed a culture of growth and excellence, inspiring continuous improvement throughout the organisation</p> <p>Anticipates changes in the internal and external environment and brings others along on the change journey so that the organisation may adapt</p> <p>Recognises challenges and demands posed by impending change (e.g. resources, systems, knowledge, etc.), creates and deploys change management across the organisation</p> <p>Develops a long-term vision for change, along with tangible goals and strategies that enable others to execute its implementation</p> <p>Identifies and drives new methods, procedures, techniques or systems resulting from localised or organisation-wide change</p> <p>Is an expert on the latest information, changes, trends and best practices across primary health, and creates a learning culture among team members</p>





COLLABORATION

HOW WE DO IT – CORE COMPETENCY

Willingly cooperates and works collaboratively with individuals within own team, across Murray PHN, and externally; identifies opportunities for partnerships and knowledge sharing; identifies connections between roles to promote efficiency and best practice to achieve shared objectives.

Foundational	Applied	Expert	Leading
<p>Works as a supportive and cooperative team member, sharing information and acknowledging others' efforts</p> <p>Identifies opportunities to work with others in and across teams to improve outcomes for Murray PHN</p> <p>Seeks input from others to gain differing points of view</p> <p>Encourages others to support team and organisational goals</p> <p>Willingly cooperates and works with others across all levels of Murray PHN to achieve group goals, demonstrating respect for team efforts</p> <p>Brings out the best in others by actively listening to their input, providing encouragement and acknowledging their contribution</p> <p>Uses appropriate approaches, including digital technologies, to share information and collaborate with others</p>	<p>Encourages a culture that recognises the value of collaboration</p> <p>Demonstrates ability to work effectively with colleagues regardless of team or location; exhibits transparency, clearly communicating ideas, sharing knowledge and actively listens to others, contributing expertise to achieve common goals</p> <p>Seeks cooperation to overcome barriers to information sharing and communication across teams, encouraging others to express their viewpoints</p> <p>Influences others at all levels to align and commit to organisational goals, both through public statements and personal behaviour</p> <p>Identifies links with other teams and individuals across the organisation, establishes and develops working relationships for the benefit of Murray PHN</p> <p>Counsels teams and individual employees on how to improve collaborative efforts; identifies and uses individual strengths for the benefit of Murray PHN</p>	<p>Facilitates collaboration across divisions, teams and other PHNs, actively promoting a collaborative culture, inspiring others to champion knowledge exchange and integration</p> <p>Builds cooperation and overcomes barriers to information sharing, communication and collaboration across the organisation and the health system network; identifies where individuals and teams should be working together across the organisation and proactively facilitates this</p> <p>Ensures engagement with others is based on clear foundations and shared values, and is purposeful, inclusive, transparent and respectful</p> <p>Drives team performance under difficult circumstances; builds relationships and works effectively with others in different areas to gain cross-functional organisational successes</p> <p>Builds strong working relationships with teams and key individuals across Murray PHN and externally, and leverages them to achieve shared goals</p> <p>Uses collaboration processes to develop shared understanding of issues and solutions, promotes initiatives that improve communication between teams, and brings employees together for major tasks to optimise use of talent</p>	<p>Cultivates a culture and supporting systems that facilitate information sharing, communication and learning across teams and domains</p> <p>Harnesses the collective intelligence of teams, capitalising on Murray PHN's diverse locations, teams and network of resources to achieve strategic objectives</p> <p>Enthusiastically seeks input from diverse perspectives, where there are conflicts or differences of opinion, one creates alignment to organisational objectives, not personal agendas</p> <p>Inspires and leads others across Murray PHN to do their best work and cooperate with others to achieve organisational goals</p> <p>Builds and nurtures rapport with key stakeholders of partner organisations and leverages these relationships effectively for the shared advantage and accomplishment of aligned goals</p> <p>Creates opportunities for collaboration across teams, locations and across the primary health network; proactively develops networks and relationships; inspires groups to work together to achieve a common purpose</p>





COMMUNICATION

HOW WE DO IT – CORE COMPETENCY

Shares information, best practice, data and/or insights across teams and locations; speaks openly and honestly about issues and works to reach constructive solutions; actively listens when others are speaking and values the opinions of others; negotiates and engages effectively to gain support and agreement from others.

Foundational	Applied	Expert	Leading
<p>Articulates thoughts with clarity and conviction; responds positively to feedback and can modify outputs to reflect this feedback</p> <p>Demonstrates a heightened level of self-awareness and empathy throughout all interactions</p> <p>Actively shares information and ideas with others in their team, actively listens to suggestions and constructive comments, and provides feedback during meetings and discussions</p> <p>Uses appropriate route and format for communication e.g. face-to-face, phone, email</p> <p>Establishes rapport with all parties in an attempt to diffuse tension</p> <p>Demonstrates an ability to recognise negotiable and non-negotiable scenarios and knows when to proceed, when to negotiate and when to say no</p> <p>Seeks feedback and accepts constructive criticism with an open mind</p>	<p>Conveys complex information or messages in a manner that is clear and easy to follow, uses vocabulary that is appropriate to the audience</p> <p>Manages expectations and difficult situations with a high level of empathy and composure</p> <p>Creates opportunities for two-way communication to actively share information and ideas, as well as seek feedback, through meetings or regular communication forums</p> <p>Displays tact and diplomacy when communicating on sensitive issues</p> <p>Effectively manages and diffuses conflicts between different groups or individuals</p> <p>Develops and uses subtle strategies to persuade others, particularly in sensitive or high-pressure situations</p> <p>Supports a feedback culture through requesting feedback from others, and providing feedback in a clear and constructive manner based on observed behaviours</p>	<p>Effectively delivers messages to audiences across Murray PHN; provides both the big picture to aid understanding of organisational strategy and the detail to aid understanding of impact to the audience</p> <p>Role-models emotional intelligence and promotes a positive and caring culture in the organisation</p> <p>Develops effective strategies and shows decisiveness in dealing with emotionally charged situations and difficult or controversial issues</p> <p>Builds effective two-way communication channels within team and across Murray PHN; encourages others to actively seek input and listen to diverse points of view; makes others aware of linkages across teams and work streams</p> <p>Displays strong diplomacy skills; anticipates and prepares for how others will react to information; presents a compelling vision of the business and achieves buy-in</p> <p>Builds and endorses effective feedback channels, role models constructive feedback behaviours</p>	<p>Effectively conveys difficult or complex material in an easy-to-understand style and manner</p> <p>Navigates challenging situations with ease, showing extraordinary empathy, and has a profound impact on others; demonstrates a deep understanding of their own emotions and the emotions of others</p> <p>Delivers persuasive, high-impact messages internally and externally to engage others and bring audience along on a journey; develops and uses subtle strategies to influence others</p> <p>Makes it easy to communicate, share information, best practice and ideas by creating the environment, channels and networks for communication</p> <p>Shows authenticity and interest when communicating, particularly in sensitive or high pressure situations, and builds rapport with the individual or audience</p> <p>Identifies sources of conflict and deftly manages to create alignment and reduce impact of conflict</p> <p>Creates an approachable environment where colleagues demonstrate respect for one another by regularly providing feedback, speaking openly about issues and providing constructive suggestions or solutions</p>



Leadership



Collaboration



Respect



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CULTURAL RESPONSIVENESS

HOW WE DO IT – CORE COMPETENCY

Effectively navigates diverse cultural contexts, incorporating cultural intelligence and cross-cultural communication skills, while demonstrating cultural sensitivity, adaptability and empathy in order to foster understanding, collaboration and respectful interactions across different cultures

Foundational	Applied	Expert	Leading
<p>Demonstrates an awareness of the importance of the First Nations Health and Healing Strategy and Murray PHN's anti-racism commitment</p> <p>Shows respect for cultures, histories and experiences, and acknowledges the need for culturally sensitive practices in healthcare</p> <p>Demonstrates an understanding of diverse cultures, backgrounds, experiences, perspectives, values and beliefs; demonstrates openness to different perspectives and experiences in generating ideas and solving</p> <p>Exhibits mindfulness of cultural norms and avoiding actions that may be offensive or disrespectful; adjusts communication, behaviors and practices to align with cultures</p> <p>Shows curiosity and open-minded attitude towards learning about different cultures and perspectives</p>	<p>Integrates knowledge of the First Nations Health and Healing Strategy and Murray PHN's anti-racism commitment into everyday practice</p> <p>Applies cultural sensitivity and awareness to interactions, individuals and communities, ensuring respectful and inclusive engagement</p> <p>Proactively seeks practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences</p> <p>Effectively communicates across cultural boundaries, demonstrating fluency in verbal and non-verbal communication strategies; listens attentively, asks clarifying questions, and uses appropriate language and gestures to convey messages accurately and respectfully</p> <p>Continuously seeks to enhance cultural intelligence through self-reflection, learning and exposure to diverse cultures</p> <p>Recognises and manages bias in interactions and decision-making</p>	<p>Demonstrates leadership in advancing the goals of the First Nations Health and Healing Strategy and the PHN's anti-racism commitment</p> <p>Influences organisation culture, policies and practices to foster a culturally safe and inclusive environment for individuals and communities</p> <p>Demonstrates fluency in navigating complex cultural dynamics, seamlessly adapting behaviors and effectively communicating across cultural boundaries</p> <p>Applies cultural insights to drive innovative solutions and strategies that resonate with diverse audiences</p> <p>Contributes to Murray PHN's cultural understanding and intercultural competence through research and thought leadership</p> <p>Addresses non-inclusive behaviours, practices and attitudes within Murray PHN</p>	<p>Provides visionary leadership in driving the implementation of the First Nations Health and Healing Strategy and Murray PHN's anti-racism commitment</p> <p>Sets clear goals, establishes a shared vision and inspires others to work towards achieving health equity for First Nations populations</p> <p>Drives a culture where all staff practice inclusion and value the diversity of people, experiences and backgrounds</p> <p>Embraces cultural empathy, fostering an inclusive environment that values diverse perspectives and contributions</p> <p>Excels in engaging and building relationships with stakeholders from different cultural backgrounds, understanding their needs and perspectives</p> <p>Champions diversity and inclusion initiatives, advocating for equitable practices and creating opportunities for underrepresented groups</p> <p>Mentors and supports colleagues and staff in developing their cultural competences; inspires others and actively engages in capacity building activities to enhance the skills and knowledge of Murray PHN's workforce in working with diverse communities</p>



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ONE TEAM MINDSET

HOW WE DO IT – CORE COMPETENCY

Seeks knowledge, best practice and resources held across Murray PHN to work most effectively; develops and maintains positive, open working relationships across Murray PHN to align on commitments and effectively communicate needs. Acts in a way that clearly represents commitment to Murray PHN stakeholders, employees and the community.

Foundational	Applied	Expert	Leading
<p>Participates willingly towards accomplishing group goals, demonstrating respect for input from other individuals and teams</p> <p>Demonstrates awareness of other teams and the role they play at Murray PHN</p> <p>Uses informal networks to gain input and support from others to achieve successful work outcomes</p> <p>Demonstrates an understanding of the value to be gained by sharing information through asking questions and making others aware of information they may possess</p> <p>Sees the links between their own work and Murray PHN's strategic objectives and vision for the future</p>	<p>Uses input from others and gives credit and recognition to those who have contributed towards team or group goals</p> <p>Takes the time to get to know other teams and their priorities to build a good rapport and establish common goals and objectives</p> <p>Sources and listens to various points of view and respects differing opinions when developing solutions</p> <p>Seeks knowledge, best practice and resources from across the organisation to bring added value to the creation and execution of projects, services and solutions</p> <p>Helps others see the links between their work and Murray PHN's strategic objectives and vision for the future</p>	<p>Understands and is responsive to the needs, concerns and perspectives of varying key stakeholder groups</p> <p>Creates opportunities to bring teams and/or cross-functional teams together to collaborate on Murray PHN initiatives</p> <p>Creates alignment when working with conflicting individuals or groups to achieve organisational objectives, not personal agendas</p> <p>Identifies opportunities to bring others together to share information; ensures people are supporting each other appropriately; encourages exchange of ideas</p> <p>Gives recognition to others who have contributed towards team or group goals</p>	<p>Creates opportunities to bring individuals and teams together to collaborate on Murray PHN initiatives</p> <p>Inspires groups of individuals to work together to achieve a common purpose and to reflect on past experiences to improve partnerships in the future</p> <p>Manages the diverse needs and agendas of various stakeholders and is able to balance the multiple, and sometimes conflicting, interests to support Murray PHN's overall strategic objectives</p> <p>Motivates teams to anticipate others' needs and value diversity of input, particularly where it challenges own thinking; leads teams and coaches individual team members as appropriate</p> <p>Articulates the strategic vision and translates it into day-to-day practices in order to meet Murray PHN's future needs and challenges</p>



PARTNERSHIP AND STAKEHOLDER ENGAGEMENT

HOW WE DO IT – CORE COMPETENCY

Collaborates and works in partnership (internal and external) to strengthen impact, mutual understanding and achievement of shared goals.

Foundational	Applied	Expert	Leading
<p>Identifies potential internal and external stakeholders for a project or initiative</p> <p>Builds positive working relationships with a broad range of stakeholders</p> <p>Demonstrates active listening, seeks to understand multiple perspectives, concerns and needs</p> <p>Considers the potential impacts and benefits for stakeholders when making decisions</p>	<p>Proactively identifies and engages with stakeholders, understanding their role in shaping project or Murray PHN outcomes</p> <p>Proactively establishes and nurtures positive working relationships with stakeholders</p> <p>Understands and identifies opportunities for cross-organisation or external partner collaboration for shared problem solving and impact</p> <p>Recognises differing stakeholders needs and preferences and adapts communication and engagement accordingly</p> <p>Identifies issues that will impact stakeholders and proposes ways to address them</p>	<p>Conducts comprehensive stakeholder analysis, identifies opportunities and actively looks for synergies and opportunities for collaboration</p> <p>Identifies strategic stakeholders, building and sustaining mutually beneficial relationships</p> <p>Works with others for mutual gain and promotes beneficial alliances that influence positive outcomes for all; moves partnerships and projects forward from idea to implementation</p> <p>Facilitates and promotes an inclusive environment, anticipating, recognising and resolving potential challenges, risks or changes</p>	<p>Champions a culture of stakeholder engagement and collaborative thinking to exchange ideas, drive outcomes and address complex sector challenges</p> <p>Leads development and implementation of stakeholder and partnership strategies, frameworks and plans, as well as the management of Murray PHN’s major partnerships</p> <p>Ensures engagement with partners is based on shared values and is purposeful, inclusive, transparent and respectful</p> <p>Fosters collaboration across Murray PHN, PHNs and communities, to discover partnerships that strengthen community outcomes</p>



Leadership



Collaboration



Respect



Accountability



Innovation



PROFESSIONAL PRACTICE

HOW WE DO IT – CORE COMPETENCY

Consistent and exemplary demonstration of professionalism, adherence to ethical standards, unwavering integrity, and responsible conduct in one's work, reflecting a commitment to excellence, trustworthiness and accountability.

Foundational	Applied	Expert	Leading
<p>Behaves in an honest, ethical and professional way, and supports a culture of integrity and professionalism</p> <p>Complies with relevant legislation, policies, guidelines and codes of conduct</p> <p>Recognises, reports and speaks out about misconduct and inappropriate behaviour and encourages others to do so</p> <p>Seeks guidance on ethical issues in the workplace</p>	<p>Represents Murray PHN in an honest, ethical and professional way, and encourage others to do so</p> <p>Demonstrates professional behavior in all interactions and upholds ethical standards</p> <p>Ensures that others are aware of and understand relevant legislation, policies, guidelines and codes of conduct</p> <p>Takes proactive steps to prevent and report misconduct, illegal or inappropriate behaviour</p>	<p>Models the highest standards of ethical and professional behaviour and reinforce their use</p> <p>Represents Murray PHN in an honest, ethical and professional way and sets an example for others to follow</p> <p>Promotes a culture of integrity and professionalism within Murray PHN and in dealing with external stakeholders</p> <p>Monitors ethical practices, standards and systems, and reinforces their use</p> <p>Acts promptly to prevent and report misconduct, illegal or inappropriate behaviour</p>	<p>Champions, advocates and models the highest standards of ethical and professional behaviour</p> <p>Drives a culture of integrity and professionalism within Murray PHN, and in dealings with other PHNs, departments and stakeholders</p> <p>Establishes and promotes a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports</p> <p>Sets, communicates and evaluates ethical practices, standards and systems and reinforce their use</p> <p>Acts to promptly and visibly to prevent and report misconduct, illegal or inappropriate behaviour</p>



SYSTEMS THINKING

HOW WE DO IT – CORE COMPETENCY

Applies a systems thinking approach to problem-solving and decision-making that considers the interdependencies and interrelationships of the complex health and PHN systems.

Foundational	Applied	Expert	Leading
<p>Demonstrates an awareness of the broader health and PHN systems and understands there are interconnected elements</p> <p>Reflects on own thinking and decision-making processes within the context of the broader health and PHN system</p> <p>Applies a curious mindset with an inclination to ask questions, seek deeper understanding and explore the underlying causes and connections within the broader system</p> <p>Exhibits an openness to new knowledge, a willingness to explore different disciplines, and a commitment to staying updated on emerging research and best practices</p>	<p>Demonstrates a strong awareness of the broader health and PHN systems and recognises the interdependencies and interconnected elements that need to be considered when making decisions</p> <p>Analyses the impacts of decisions on various elements and stakeholders within the health and PHN systems, seeking opportunities for improvement and learning</p> <p>Actively explores patterns, feedback loops and leverage points to identify opportunities for positive change</p> <p>Seeks out and engages with diverse disciplines and stakeholders to gain insights and perspectives from different domains</p> <p>Commits to staying updated on emerging research and best practices</p>	<p>Demonstrates advanced systems leadership skills, guiding and inspiring others to adopt systems thinking approaches</p> <p>Consistently considers multiple perspectives and accurately predicts the cascading effects of decisions on various elements of the health and PHN systems</p> <p>Actively engages with diverse disciplines and stakeholders, fostering collaboration and synthesising insights from multiple perspectives</p> <p>Exhibits a forward-thinking mindset, proactively anticipating potential future scenarios and their impacts on the broader health and PHN systems</p> <p>Critically reflects on and evaluating one's own thinking processes and mental models within the broader health and PHN systems</p>	<p>Engages in strategic foresight, exploring alternative futures, and developing robust strategies to navigate uncertainties and promote resilience within the health and PHN systems</p> <p>Develops and communicates a compelling vision that integrates systems thinking principles</p> <p>Encourages cross-disciplinary learning and integration of ideas</p> <p>Demonstrates agility and adaptability in leading within complex systems, recognising the need for continuous learning and adjustments</p>



Leadership



Collaboration



Respect



Accountability



Innovation

HOW WE LEAD - LEADERSHIP COMPETENCIES



Adaptive Leadership

Leads through complex and dynamic environments with a growth mindset, taking steps to remove barriers or accelerate its pace; clearly communicates a compelling case for change to inspire and engage employees across teams and locations; manages employees' concerns during times of change.



Holistic Leadership

Demonstrates a holistic focus on outcomes, encourages knowledge sharing and capability development of self and others, communicates the value of individual and team contributions, inspires employee alignment to the strategic vision, and provides clear direction to achieve organisation objectives in anticipation of future priorities and needs.



Interpersonal Leadership

Actively listens and demonstrates understanding and empathy for others' concerns, motives, feelings, strengths and limitations; provides people leadership that engages and motivates others; demonstrates resilience to challenging, yet constructive conversations with senior leaders when required; demonstrates resilience and adapts communication style to be effective in varied contexts with diverse audiences.



ADAPTIVE LEADERSHIP

HOW WE LEAD – LEADERSHIP COMPETENCY

Leads through complex and dynamic environments with a growth mindset, taking steps to remove barriers or accelerate its pace; clearly communicates a compelling case for change to inspire and engage employees across teams and locations; manages employees' concerns during times of change.

Foundational	Applied	Expert	Leading
<p>Demonstrates a willingness to learn and improve, embraces challenges as opportunities for growth and views setbacks as learning experiences</p> <p>Understands the change process, builds support and momentum for change by clearly explaining the long-term organisational benefits to employees</p> <p>Actively supports employees through transition following change</p> <p>Effectively leads the implementation of changes in one's business area</p> <p>Seeks to gain input and support of stakeholders for change; accepts involvement of others and responds positively to team member requests for involvement in change initiatives</p> <p>Understands that barriers often obstruct successful change initiatives and strives to identify these barriers</p> <p>Discusses the benefits brought by change that have positively enhanced team member skills and knowledge</p>	<p>Demonstrates a willingness to learn and adapt, encouraging team members to embrace change, and fosters an environment that values continuous improvement and development</p> <p>Advocates for the change process, anticipates the impact of change and creates buy-in across affected parties by clearly communicating the long-term organisational benefits</p> <p>Encourages positive morale and performance levels during periods of change</p> <p>Effectively leads the implementation of changes across one's business area</p> <p>Actively engages stakeholders throughout the change process through regular and tailored interactions; discusses the importance of change with stakeholders and collaboratively identifies ways in which others can embrace and adapt to change</p> <p>Identifies potential barriers to a successful change implementation and thinks through possible solutions</p> <p>Inspires learning by identifying new skills and knowledge that will be gained through the change</p>	<p>Consistently demonstrates flexibility in navigating complex and rapidly changing environments, inspire and empower others to embrace growth mindset, and proactively seek out opportunities for innovation and transformation.</p> <p>Anticipates the need for change, builds a strong case for it to seek sponsorship at all levels by using multiple channels for communication and supports translation of change into tangible initiatives</p> <p>Recognises differences in employee readiness for change and adapts support strategies accordingly</p> <p>Effectively leads the implementation of changes across business areas</p> <p>Identifies full set of key stakeholders impacted by change and develops a tailored approach to manage each stakeholder; assesses readiness for change in people; recognises differences in readiness and prepares them accordingly</p> <p>Addresses potential barriers to successful change processes or programs, removing or negating the impact of these obstacles</p> <p>Champions experimentation and learning to positively enhance team member skills and knowledge</p>	<p>Drives organisational-wide adaptability and growth culture, role models embracing change, continuous learning, and enables a dynamic and resilient workforce</p> <p>Advocates the need for change, builds a strong business case to achieve engagement and alignment across all levels by using multiple channels for communication, translates change into tangible initiatives</p> <p>Anticipates issues and concerns resulting from change and addresses them proactively to create support within and outside of Murray PHN</p> <p>Leads initiatives to change the organisation to more effectively support the business strategy</p> <p>Involves stakeholders and individuals impacted by the change in its design and implementation; is able to enlist and motivate others regarding new opportunities and achieves significant business results as a consequence</p> <p>Demonstrates perseverance in completing the change successfully, pre-empting and avoiding possible obstacles</p> <p>Develops practices that facilitate cross-team learning as part of the change implementation</p>



Leadership



Collaboration



Respect



Accountability



Innovation



HOLISTIC LEADERSHIP

HOW WE LEAD – LEADERSHIP COMPETENCY

Demonstrates a holistic focus on outcomes, encourages knowledge sharing and capability development of self and others, communicates the value of individual and team contributions, inspires employee alignment to the strategic vision, and provides clear direction to achieve organisation objectives in anticipation of future priorities and needs.

Foundational	Applied	Expert	Leading
<p>Promotes Murray PHN's strategic vision to team members in an engaging manner across platforms</p> <p>Clarifies connections between team strategies and organisational objectives, and provides support to others to help achieve individual goals</p> <p>Demonstrates a personal commitment to the implementation of the First Nations Health and Healing Strategy and Murray PHN's anti-racism commitment; upholds the values of inclusivity, cultural safety and equity in all actions and decisions</p> <p>Demonstrates a clear understanding of the current operating environment and priorities for action</p> <p>Eagerly tries new ideas and approaches to work; embraces change and/or challenges to accomplish progress</p> <p>Takes the time to get to know people across Murray PHN; builds relationships in support of organisational strategies; shows awareness of the diverse knowledge, skill sets and resources that exist across Murray PHN</p> <p>Effectively builds support and consensus for ideas or plans; develops compelling reasons for proposals and aligns these to stakeholders' needs</p>	<p>Communicates the strategic vision for Murray PHN and anticipates priorities for the future in a clear and compelling manner</p> <p>Provides clear direction to support the achievement of Murray PHN's goals and objectives; identifies possibilities for networking and connections across roles and teams</p> <p>Effectively communicates the importance and objectives of the First Nations Health and Healing Strategy and the PHN's anti-racism commitment to team members and stakeholders</p> <p>Demonstrates a clear understanding of the current operating environment and anticipates future priorities for Murray PHN; considers implications of future priorities for own team and evaluates benefits and risks of actions</p> <p>Generates and shares innovative ideas, interesting research and insights, to stimulate discussion and future-focused thinking</p> <p>Encourages staff to share information, ideas and best practice with other teams; recognises and rewards knowledge sharing</p> <p>Motivates others to be committed to their work; promptly recognises and tackles actions or behaviors that are not aligned with Murray PHN's values or objectives</p>	<p>Effectively communicates a clear and compelling vision of the future of Murray PHN to various audiences and inspires teams to focus on their future needs and priorities</p> <p>Develops strategies aligned with the strategic vision and provides clear direction to support the achievement of Murray PHN's goals and objectives</p> <p>Drives the First Nations Health and Healing Strategy and Murray PHN's anti-racism commitment; communicates a clear vision and direction that aligns with the organisation's business objectives and strategic priorities</p> <p>Anticipates and plans for future priorities for the business, foresees potential issues and considers solutions from the organisation-wide context</p> <p>Drives future-focused development in others and identifies new and better ways of working aligned with Murray PHN's health priorities, values and strategic vision</p> <p>Demonstrates an open and inquisitive attitude, empowering others to identify new ideas, question and challenge with an open mind, and encourages information sharing and cross-team knowledge sharing</p>	<p>Establishes and communicates a clear and compelling vision of the future Murray PHN to various audiences and empowers leaders to maintain a future focus</p> <p>Establishes long-term strategic objectives and strategies aligned to Murray PHN's vision for the future, providing system-level support to aid the achievement of organisational goals and objectives</p> <p>Leads the implementation of the First Nations Health and Healing Strategy and Murray PHN's anti-racism commitment, inspiring others with a clear vision and direction that aligns with the organisation's business objectives and strategic priorities</p> <p>Anticipates and plans for future priorities for Murray PHN, foresees hurdles or strategic misalignment and creates mitigation plans</p> <p>Cultivates a culture that supports all endeavors to find new approaches and innovative solutions aligned with Murray PHN's health priorities, values and the strategic vision</p> <p>Empowers others and creates a safe space and freedom for experimentation, balancing it against calculated acceptable risk</p> <p>Proactively identifies and removes barriers that interfere with cross-team participation, involvement, commitment and performance, fostering a collaborative environment</p>



INTERPERSONAL LEADERSHIP

HOW WE LEAD – LEADERSHIP COMPETENCY

Acts in a way that indicates understanding and accurate interpretation of other’s concerns, motives, feelings, strengths and limitations; provides people leadership that engages and motivates others; demonstrates resilience to challenging, yet constructive conversations with senior leaders when required; recognises different personality ‘types’ to adapt style and approach.

Foundational	Applied	Expert	Leading
<p>Demonstrates commitment to and concern for employees, earns respect of employees through actions and handles employee issues with empathy</p> <p>Open to feedback, willing to admit mistakes, and shows a willingness to learn and grow</p> <p>Listens attentively and responds with empathy to the feelings and concerns of others</p> <p>Gives timely, specific and constructive feedback to colleagues; identifies opportunities to help others develop</p> <p>Demonstrates integrity by making sure that own words and actions convey a consistent message; leads by example</p> <p>Builds teamwork through the use of face-to-face meetings where possible</p>	<p>Listens, understands and responds in a manner which effectively demonstrates an empathy for others’ views and needs</p> <p>Recognises their own limitations, seeks input from others and values diverse perspectives; open to change, continuously learns and adapts, and encourage others to do the same</p> <p>Relates well to all types of people; builds rapport easily by learning about others’ motivations and by sharing common goals and objectives</p> <p>Coaches employees on ways to enhance their level of performance and develop their skills; tailors style and communication to effectively reach the audience</p> <p>Uses clear and unambiguous statements when making commitments, to avoid misinterpretations or perceived implied promises</p> <p>Builds teamwork through ensuring that meetings and discussions are carried out in an open and constructive manner</p>	<p>Consistently demonstrates self-awareness, humility and a genuine appreciation for the contributions of others</p> <p>Displays strong diplomacy skills; anticipates and prepares for how others will react</p> <p>Adapts leadership approach and style to the personalities, styles and needs of colleagues, partners and key stakeholders</p> <p>Creates a supportive and inclusive environment where team members feel valued and empowered to contribute their best</p> <p>Provides individuals with development opportunities to test and expand their capabilities; readily interprets verbal and non-verbal communication to determine any issues or resistance, supports individuals to succeed</p> <p>Takes action to confront colleagues who do not demonstrate Murray PHN values, in order to send a strong message to all colleagues on the importance of the values</p> <p>Uses personal empathy with all parties and creates an environment where Murray PHN values are put in action and colleagues demonstrate respect for one another</p>	<p>Prioritises the success of the team and organisation over personal recognition, fostering a culture of humility and continuous improvement, and inspire others through their authentic leadership style</p> <p>Takes into account employee concerns and issues when making decisions, ensures all employees are given due credit and respect</p> <p>Accurately interprets the behaviour and motivations of others, and uses this knowledge to build others’ commitment and loyalty</p> <p>Fosters an environment that encourages a focus on developing others; creates a culture that helps people achieve more than they thought they were capable of</p> <p>Takes action to have constructive conversations with senior colleagues when necessary, and displays resilience to challenging interactions, to drive the correct behaviours throughout all levels of the organisation</p> <p>Actively participates in various forums to build personal relationships across the health industry with key partners and stakeholders</p>