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# Capabilities

Skills for success at Brisbane Noth PHN

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# Brisbane North PHN Capabilities

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Brisbane North PHN is committed to delivering an agenda of innovation and high performance to meet our strategic priorities. Capabilities along with our organisational culture and organisational values are all critical enablers of our strategic directions.

***Brisbane North PHN recognises the need to have and build key capabilities to enable the organisation in the future***

Capabilities enable us to fulfil our role in the sector and deliver on our strategic goals and objectives. The following areas will be essential:

- person-centred design and delivery
- stakeholder engagement
- self-leadership
- systems thinking
- strategic leadership
- program design and execution
- outcomes focused
- planning expertise
- project management
- service coordination
- data analytics
- process automation
- collaboration and influencing
- communications
- adaptability and resilience
- drives innovation

Our Capability Framework continues to be developed, for now we have two core domains of capabilities that we ask our people to demonstrate in their roles.

- Leadership Capabilities – you will find these detailed on pages 3 to 13
- Commissioning Capabilities – you will find these detailed on pages 14 to 19

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# Leadership capabilities

Brisbane North PHN

## Brisbane North PHN leaders 'reliably create the future of health'



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At Brisbane North PHN, we believe that each and every role is a leadership role. We also believe that leadership is as much about how we influence and engage with our stakeholders, as it is about how we manage staff. As leaders in improving primary health care in our region we believe that enhancing and sustaining our own leadership capability is key to our ongoing and future organisational success. These capabilities are just as important in leading a team of direct reports as leading a project, how we engage externally and how we manage contracts.

Our leadership capabilities have been developed as a foundation for each of us to continue to grow as leaders. It is future focused, supports our strategic intent, is flexible enough to adapt to our changing environment and frames the workforce required to achieve excellence.

This is not intended to be inflexible or prescriptive; rather it should be used as a resource to guide and inform our people strategies and help us to identify where our current skill is strong, and some areas for development.

The range of proficiency levels indicates the level at which individuals different roles are expected to demonstrate the capabilities. These levels of proficiency should be treated as cumulative, such that someone operating at proficiency level 3 will also demonstrate those behaviours describe in level 1 and 2. The 'Leads self' capability has only one level due to this being a threshold capability, all Brisbane North PHN staff should perform at this level.

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<sup>1</sup> Brisbane North PHN's leadership framework is based on the Health LEADS Australia framework developed by Health Workforce Australia.

### 1. Leads self

Leaders are always a work in progress. They know their strengths and limitations and commit to self-reflection and improvement. They understand and display self-awareness, self-regulation, motivation, empathy, and social skill. They demonstrate integrity in their role and context, and show resilience in challenging situations.

Capability	Descriptor	Behavioural indicators (What does it look like?)*
1.1 Is self-aware	Understands and manages the impact of their background, assumptions, values and attitudes on themselves and others.	<ul style="list-style-type: none"> <li>▫ Recognises biases in judgement and decision making and develops and applies strategies to mitigate these.</li> <li>▫ Anticipates the impact of actions on others, and adjusts behaviour where appropriate.</li> <li>▫ Monitors own actions to ensure they align with the organisations goals despite personal preference.</li> </ul>
1.2 Seeks out and takes opportunities for personal development.	Actively reflects on their performance as a leader and assumes responsibility for engaging in learning and growth.	<ul style="list-style-type: none"> <li>▫ Identifies gaps in own knowledge and information; seeks information to fill gaps.</li> <li>▫ Actively seeks feedback from others at Brisbane North PHN and from external stakeholders.</li> <li>▫ Translates constructive feedback into improved performance.</li> </ul>
1.3 Has strength of character	Is honest, trustworthy and ethical and demonstrates integrity, courage and resilience.	<ul style="list-style-type: none"> <li>▫ Demonstrates and is committed to ethical behaviour.</li> <li>▫ Reacts positively to work pressure, setbacks and constructive feedback by developing and applying effective wellbeing strategies.</li> <li>▫ Has the courage to call inappropriate behaviour in others, in an appropriate way.</li> </ul>

\*The Leads Self capability has only one proficiency level due to this being a threshold capability. All Brisbane North PHN staff should perform at this level.

## 2. Engages others

Leaders enable people to engage with a vision or goal through stories and explanations that make sense of complex activities. They encourage others to see and accept opportunities to contribute, learn and grow.

Capability	Descriptor	Behavioural indicators (What does it look like?)		
		Proficiency level 1	Proficiency level 2	Proficiency level 3
2.1 Values diversity and demonstrates cultural responsiveness	Recognises the cultural diversity in communities and ensures all people, are treated with dignity and respect.	<ul style="list-style-type: none"> <li>▫ Is open to learning about other cultures and values, seeks opportunities to better understand these.</li> <li>▫ Recognises power differences within and between groups- perceived and actual.</li> <li>▫ Demonstrates respect for people from different backgrounds and others' rights to voice their opinion.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Applies understanding of other cultures and values to adjust their own behaviour and communication as appropriate.</li> <li>▫ Understands power differences within and between groups and acts in a way that is sensitive to these.</li> <li>▫ Demonstrates a high level of respect and cultural sensitivity in all interactions with others.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Applies strong understanding of other cultures and values to support the needs of consumers and colleagues.</li> <li>▫ Understands power differences within and between groups and structures processes and systems to mitigate these.</li> <li>▫ Reviews organisational standards and processes to ensure these are culturally sensitive and fair to all people.</li> </ul>

Capability	Descriptor	Behavioural indicators (What does it look like?)		
<p><b>2.2 Communicates with honesty and respect.</b></p>	<p>Is approachable, listens well, presents ideas and issues clearly, and participates in difficult conversations with consumers and colleagues with humility and respect.</p>	<ul style="list-style-type: none"> <li>▫ Makes time to talk with others and build rapport.</li> <li>▫ Actively listens to others and summarises to check understanding.</li> <li>▫ Structures information in a logical and appropriate manner, which makes it easy for the audience to understand.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Regularly communicates with others to keep them informed, and invites questions.</li> <li>▫ Actively listens to others' views, asks questions to ensure a common understanding for all stakeholders.</li> <li>▫ Communicates complex messages to stakeholders, making reference to the needs of the audience, and relevant evidence.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Makes sure they are available for discussions and welcomes questions and information sharing.</li> <li>▫ Actively listens to the thoughts and concerns of others, asks questions as a technique to challenge thinking.</li> </ul> <p>Communicates with influence, using honest and respectful messaging to engage and persuade an audience.</p>
<p><b>2.3 Enables consumers, colleagues and others to develop.</b></p>	<p>Inspires and enables others to share ideas and information, to take opportunities to grow and lead and to collaborate for high performing groups and teams.</p>	<ul style="list-style-type: none"> <li>▫ Gives constructive and objective feedback, when appropriate.</li> <li>▫ Works cooperatively with team members and stakeholders.</li> <li>▫ Invites others to share ideas and contribute to discussions.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Seeks opportunities to provide coaching and mentoring.</li> <li>▫ Helps others to learn from previous experiences and encourages a culture of ongoing learning and development</li> <li>▫ Openly welcomes others' contributions and uses this to shape outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Consistently provides coaching and mentoring through own style.</li> <li>▫ Drives a culture of ongoing learning and development.</li> <li>▫ Develops strategies for external stakeholders to provide input and share information.</li> </ul>

Capability	Descriptor	Behavioural indicators (What does it look like?)		
2.4 Drives desired culture	Sets clear expectations and inspires others to live the values.	<ul style="list-style-type: none"> <li>▫ Knows the organisation’s vision and values and how they relate to own behaviour.</li> <li>▫ Proactively supports initiatives to promote the vision and values.</li> <li>▫ Recognises behaviours that prevent or inhibit the vision and values.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Consistently demonstrates behaviours that support the vision and values.</li> <li>▫ Actively initiates and implements initiatives to shape the organisation’s culture.</li> <li>▫ Constructively addresses behaviours that do not support the organisation’s vision and values, in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Role models behaviours that support the organisational vision and values.</li> <li>▫ Identifies systemic cultural obstacles that interfere with performance and leads initiatives to address them.</li> <li>▫ Quickly and ethically investigates and acts on behaviour that is inconsistent with the vision and values.</li> </ul>

### 3. Achieves outcomes

Leaders are people who work to make a difference. They set a direction that is inspiring and motivating, they enable energy and effort to succeed, and they keep their eye on the goal.

		Behavioural indicators (What does it look like?)		
Capability	Descriptor	Proficiency level 1	Proficiency level 2	Proficiency level 3
3.1 Influences and communicates the direction.	Collaborates with internal and external stakeholders to identify, influence and set goals that achieve the vision.	<ul style="list-style-type: none"> <li>Understands Brisbane North PHN's vision and communicates it to stakeholders.</li> <li>Understands how the vision is related to own workload and how own role influences outcomes for the organisation.</li> <li>Builds collaborative relationships both within the organisation and with direct external contacts.</li> </ul>	<ul style="list-style-type: none"> <li>Understands the vision and provides clear direction and priorities to support its implementation.</li> <li>Ensures others are focused on the outcomes needed to achieve the vision and suggests how to correct course where necessary.</li> <li>Builds mutually beneficial relationships within the organisation and across the health and other relevant sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Actively communicates and demonstrates the vision and seeks to inspire others as to why it is important.</li> <li>Sets the vision and designs goals that will achieve the vision.</li> <li>Builds strategic communication channels with others inside and outside the organisation to understand the issues that make the biggest difference for consumers and the community.</li> </ul>

		Behavioural indicators (What does it look like?)		
<p>3.2 Is focussed and goal oriented.</p>	<p>Aligns effort and resources with goals.</p>	<ul style="list-style-type: none"> <li>▫ Knows organisation’s goals and communicates own goals and progress appropriately.</li> <li>▫ Works in a planned, considered way that focuses effort on targeted outputs or outcomes.</li> <li>▫ Demonstrates flexibility to shift focus as organisational goals change.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Identifies clear short and medium term goals and performance measures for team on a 3- 12 month horizon.</li> <li>▫ Develops work plans to assign resources towards goals. Monitors progress against these and stops activities where they are not delivering.</li> <li>▫ Leads team to achieve valuable outcomes for the organisation, and reevaluate priorities as organisational goals change.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Focuses on strategic performance targets over a 1 – 5 year horizon, identifies and articulates outcomes linked to these targets.</li> <li>▫ Stops or pauses programs of work that are not delivering outcomes or aligned to the strategic priorities.</li> <li>▫ Identifies organisational goals as environmental factors change and reorientates resources as required to achieve these.</li> </ul>
<p>3.3 Evaluates progress and is accountable for results.</p>	<p>Continually monitors and improves, celebrates achievements and holds self and others accountable for individual and service outcomes.</p>	<ul style="list-style-type: none"> <li>▫ Monitors own progress against plans, keeps others informed of progress and raises the risk of tasks not being completed on time.</li> <li>▫ Takes responsibility for the quality of own work, refers to relevant standards or policies and ensures standards are met or exceeded.</li> <li>▫ Recognises own achievement on completion of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Monitors own and others’ progress, identifies potential issues that could impact deadlines, and adjusts plans ahead of time.</li> <li>▫ Holds team accountable for unmet goals, works with those involved to reflect on the reasons for this and develop strategies to improve in future.</li> <li>▫ Regularly acknowledges high performance of individuals and the team and celebrates milestones and successes.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Monitors performance of the organisation and supports the Board, executives and senior leaders with issues, challenges and shifting priorities.</li> <li>▫ Identifies gaps between consumer, community or government expectations and current organisation performance and takes appropriate action.</li> <li>▫ Motivates others through valuing achievements and encourages an acknowledging and rewarding culture.</li> </ul>

#### 4. Drives innovation

Innovation in health is not just for a new product. It includes fundamental changes to organisation and models of care to achieve people-centred quality services. A key factor for successful innovation is passionate leadership, without which the status quo cannot be challenged.<sup>2</sup>

Capability	Descriptor	Behavioural indicators (What does it look like?)		
		Proficiency level 1	Proficiency level 2	Proficiency level 3
4.1 Champions the need for innovation and improvement	Inspires and leads others to question, recognise where change is needed, canvas possibilities, support fresh thinking, take calculated risks and collaborate for improvement.	<ul style="list-style-type: none"> <li>▫ Challenges the status quo; considers 'why' things are done that way and whether things can be done better.</li> <li>▫ Considers different perspectives, including those of consumers, and other stakeholders from provider groups.</li> <li>▫ Responds constructively to others' ideas.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Actively listens to, and considers, opinions and views that challenge the status quo.</li> <li>▫ Tries different approaches within area of authority. Solicits ideas from outside own area and outside the organisation.</li> <li>▫ Supports others to experiment with different approaches, and accepts occasional setbacks or failures that may result.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Creates a climate that encourages fresh perspectives and ideas (e.g. asks others to debate the status quo).</li> <li>▫ Adapts initiatives from other organisations and industries to suit the organisation.</li> <li>▫ Coaches others by asking them to source multiple opinions and identify how those ideas could be applied to the organisation.</li> </ul>

<sup>2</sup> Natalie Grazin, Director of Knowledge Development, International Partnerships for Innovative Healthcare Delivery - [www.ipihd.org/](http://www.ipihd.org/)

		Behavioural indicators (What does it look like?)		
<p>4.2 Builds support for change</p>	<p>Influences informed discussion on health issues, encourages diverse voices and stakeholder involvement and advocates for better outcomes.</p>	<ul style="list-style-type: none"> <li>▫ Encourages open conversation on issues relevant to health and provides informed view.</li> <li>▫ Gains commitment of peers and immediate contacts by presenting all aspects of a solution or idea.</li> <li>▫ Encourages others to adopt an innovation/change by acting as champion.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Facilitates debate on issues relevant to health and encourages identification of better approaches.</li> <li>▫ Gains commitment by identifying opportunities for people to be involved in design and implementation of a new idea or approach and use them as champions.</li> <li>▫ Encourages and supports others to adopt the innovation/ change by modelling the change across contexts.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Brings together diverse and opposing views regarding issues related to health and facilitate debate on a new idea.</li> <li>▫ Gains commitment of stakeholders by sharing positive results from new ideas and promoting success upwards.</li> <li>▫ Communicate benefits of change to internal and external stakeholders, describing the benefits most relevant to the audience.</li> </ul>
<p>4.3 Positively contributes to spreading innovative practice</p>	<p>Assesses, shares and celebrates changes for service and system improvement.</p>	<ul style="list-style-type: none"> <li>▫ Maintains energy and focus on successfully delivering new approaches.</li> <li>▫ Effectively articulates the innovation to directly involved internal and external stakeholders.</li> <li>▫ Embeds innovation in usual practice.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Engages with others to achieve the outcomes of the innovation.</li> <li>▫ Celebrates successes (e.g. launches and media releases, awards, promotions of achievements).</li> <li>▫ Understands next steps to achieve sustainability of innovation.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Garner support from high-level stakeholders at all levels of the system to achieve the outcomes of the innovation.</li> <li>▫ Talks and meets with people doing similar work in other organisations, nationally and internationally and shares success stories.</li> <li>▫ Challenges resistance to uptake constructively to find a useful way forward and embed the change.</li> </ul>

## 5. Shapes systems

Health is a complex evolving system where all the parts, including services, legislation and funding, are interconnected. A change in one part has implications for the whole. Leaders who recognise patterns of interdependency are able to explain trends and facilitate strategies that achieve maximum benefits and minimise unintended harm or negative consequences.

Capability	Descriptor	Behavioural indicators (What does it look like?)		
		Proficiency level 1	Proficiency level 2	Proficiency level 3
5.1 Understands and applies systems thinking	Communicates system awareness and negotiates within and across health teams, services and sectors to improve individual and local health outcomes.	<ul style="list-style-type: none"> <li>▫ Aims for efficient, responsive, effective systems.</li> <li>▫ Identifies connections between their work and other parts of the system.</li> <li>▫ Can describe how their activity will have direct impact in other parts of the system and takes relevant action.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Identifies opportunities where improvement is possible Implements efficient, responsive, effective systems.</li> <li>▫ Engages with other stakeholders across the system to progress improvement.</li> <li>▫ Guides team to understand how their activity will have direct and indirect impact in other parts of the system and takes action.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Promotes the importance of efficient, responsive, effective systems and encourages continuous improvements.</li> <li>▫ Anticipates the impact of decisions or changes on other parts of the system and manages stakeholders through those changes.</li> <li>▫ Anticipates the impact of changes in other parts of the system on Brisbane North PHN.</li> </ul>

		Behavioural indicators (What does it look like?)		
<p>5.2 Engages and partners with consumers and communities</p>	<p>Involves consumers and communities in decision making for health policy, education and training and health care delivery and improvement.</p>	<ul style="list-style-type: none"> <li>▫ Identifies ways to invite input from consumers and communities.</li> <li>▫ Seeks to understand the expectations and needs of consumers, colleagues and other stakeholders from the community.</li> <li>▫ Collaborates with others and communicates openly and honestly to strengthen partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Encourages participation and establishes mechanisms for consumers and communities to provide input with ease.</li> <li>▫ Explores stakeholder’s situation to gain an understanding of their context and challenges in order to create greater value from the partnership.</li> <li>▫ Identifies opportunities where collaboration with other areas will likely result in a better outcome and brings these areas together.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Monitors the effectiveness of consumer and community input mechanisms and, where successful, replicates in other parts of the organisation.</li> <li>▫ Demonstrates deep understanding of the challenges faced by consumers and communities.</li> <li>▫ Focuses collaborative efforts where they are most productive, managing expectations regarding the level of decision making that consumers and communities can influence.</li> </ul>
<p>5.3 Builds alliances</p>	<p>Promotes understanding, respect and trust between different groups, professions, organisations, sectors and points of view to enable effective collaboration, enhance connectivity, and minimise risk.</p>	<ul style="list-style-type: none"> <li>▫ Demonstrates growth in understanding of the general structure and operations of the health sector.</li> <li>▫ Builds and maintains relationships and networks with internal and external stakeholders with the assistance of others.</li> <li>▫ Occasionally turns to network contacts to enhance knowledge, learns from others.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Demonstrates solid knowledge of the health sector; has knowledge about the market.</li> <li>▫ Actively builds and maintains relationships and networks with internal and external stakeholders using a range of approaches.</li> <li>▫ Maintains contact, keeps contacts in mind for specific knowledge or opportunities to learn and share.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Demonstrates broad and detailed knowledge of the health sector, has the expertise to source information quickly and accurately when required.</li> <li>▫ Demonstrates an exceptional ability to build and maintain long-term mutual relationships and networks by adapting approach to suit the situation.</li> <li>▫ Keeps in touch with contacts regularly, uses networks as a source of information and to test ideas.</li> </ul>

6. Bases decisions on available evidence

Capability	Descriptor	Behavioural indicators (What does it look like?)		
		Proficiency level 1	Proficiency level 2	Proficiency level 3
6.1 Bases decisions on available evidence	Identifies and gathers relevant and available evidence to form a, balanced and defensible opinion and/or decision.	<ul style="list-style-type: none"> <li>▫ Uses evidence to inform decisions.</li> <li>▫ Performs basic analysis tasks correctly to reach valid conclusions.</li> <li>▫ Consults with others when evidence does not lead to a clear solution.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Commissions research and interprets complex data to inform decisions.</li> <li>▫ Performs in-depth analysis to reach valid conclusions. Integrates and analyses multiple sources of data to reach valid conclusions.</li> <li>▫ Extrapolates evidence from one scenario to make an informed decision in a new situation.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Empowers others to commission research and interpret complex data to inform decisions.</li> <li>▫ Empowers others to integrate and analyse multiple sources of data to reach valid conclusions.</li> <li>▫ Empowers others to extrapolate evidence from one scenario to make an informed decision in a new situation.</li> </ul>

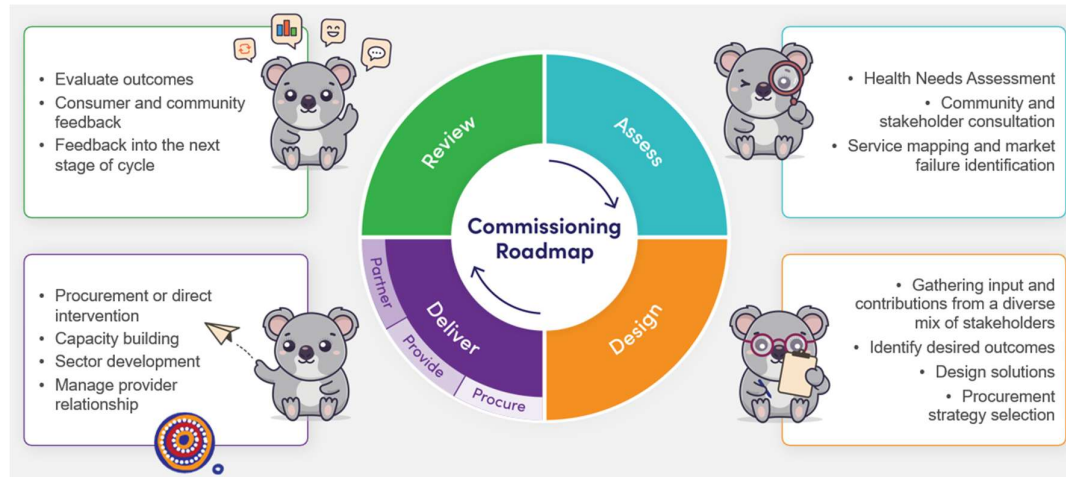
# Commissioning capabilities

Brisbane North PHN

## The Commissioning Framework and Capabilities

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This Commissioning Framework articulates Brisbane North PHNs approach to commissioning. The purpose of this document is to guide consistent and best practice commissioning across the organisation, and to provide a way of communicating our approach to our communities and stakeholders.



Commissioning is more than the procurement of services. It is a strategic, evidence-based approach to planning and purchasing services, in response to local priorities and needs.

*“Commissioning is a continual and iterative cycle involving the development and implementation of services based on planning, procurement, monitoring and evaluation. Commissioning describes a broad set of linked activities, including needs assessment, priority setting, service design and procurement through contracts, monitoring of service delivery, and review and evaluation.”*

Commissioning is core business for PHNs and is guided by a national PHN Commissioning Framework. We need our Brisbane North PHN people to have strong Commissioning Capabilities and apply these to all they do.

**BNPHN Commissioning Capability Matrix**

<b>Commissioning Capability Matrix – Bands 1 – 6</b>			
<b>Capability Area</b>	<b>Bands 1 - 3 (Managers / Leads / Team Leads) strategic/leadership focus</b>	<b>Bands 4 - 6 (Coordinators / Officers) operational/supportive focus</b>	<b>KPIs / Measurable Indicators</b>
<b>Commissioning &amp; Service Delivery</b>	<p>Lead commissioning cycle: plan, design, contract, monitor, evaluate, and improve services</p> <p>Examples: designing services, developing specifications, coordinating multiple providers</p>	<p>Support commissioning: assist with planning, design, monitoring, and evaluation</p> <p>Examples: collecting program data, supporting operational delivery</p>	<p>Bands 1 - 3: % of programs delivered on time and aligned to regional needs; number of programs achieving targeted outcomes</p> <p>Bands 4 - 6: % of programs delivered on time and to specification; contributions to program outcomes as assigned</p>
<b>Contract &amp; Performance Management</b>	<p>Manage contracts to ensure obligations, budgets, and outcomes are met</p> <p>Examples: monitoring KPIs, reviewing compliance, implementing corrective actions</p>	<p>Support contract monitoring and reporting</p> <p>Examples: tracking performance, preparing documentation, highlighting issues to management</p>	<p>Bands 1 - 3: % of contracts meeting KPIs; number of contract breaches identified/resolved</p> <p>Bands 4 - 6: % of contracts meeting KPIs; timely escalation of performance or compliance issues</p>
<b>Collaboration &amp; Stakeholder Engagement</b>	<p>Lead partnerships with internal/external stakeholders</p> <p>Examples: facilitating multi-agency meetings, negotiating agreements, integrating services across providers</p>	<p>Build and maintain relationships with stakeholders.</p> <p>Examples: supporting meetings, engaging internal teams and community stakeholders, following up on actions</p>	<p>Bands 1 - 3: Stakeholder satisfaction scores; number of successful partnerships established</p> <p>Bands 4 - 6: Feedback from partners/stakeholders; number of collaborative activities completed</p>
<b>Project Management &amp; Governance</b>	<p>Oversee projects, budgets, timelines, and teams. Ensure compliance.</p>	<p>Assist with project planning and execution.</p>	<p>Bands 1 - 3:</p>

	<p>Examples: managing resources, coordinating teams, ensuring governance compliance</p>	<p>Examples: maintaining schedules, supporting budget/resource tracking, preparing reports</p>	<p>% of projects delivered on time and within budget; audit/governance compliance outcomes</p> <p>Bands 4 - 6: Timely completion of assigned tasks; accuracy of project documentation and reporting</p>
<p><b>Probity, Compliance &amp; Risk Management</b></p>	<p>Ensure organisational and funding compliance</p> <p>Examples: maintaining records, escalating risks, following procurement and probity standards</p>	<p>Follow policies and standards. Examples: adhering to procurement/probity guidelines, maintaining documentation, escalating issues</p>	<p>Bands 1 - 3: % adherence to procurement/reporting standards; number of compliance or risk issues addressed</p> <p>Bands 4 - 6: % compliance with reporting/probity requirements; number of issues escalated appropriately</p>
<p><b>Continuous Improvement &amp; Evaluation</b></p>	<p>Lead service improvement and innovation</p> <p>Examples: evaluating services, implementing evidence-based redesigns, responding to stakeholder feedback</p>	<p>Contribute to service improvement</p> <p>Examples: collecting evaluation data, supporting reporting, implementing minor improvements</p>	<p>Bands 1 - 3: Number of program improvements implemented; measurable outcomes from service redesigns</p> <p>Bands 4 - 6: Number of improvements suggested or implemented; contribution to evaluation outcomes</p>