

Australian Aged Care Leadership Capability Framework

*For all leaders in Aged Care
February 2014*



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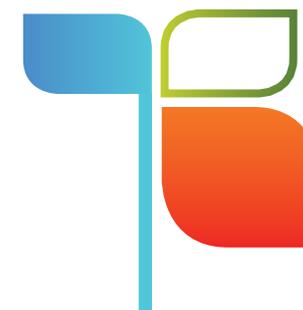
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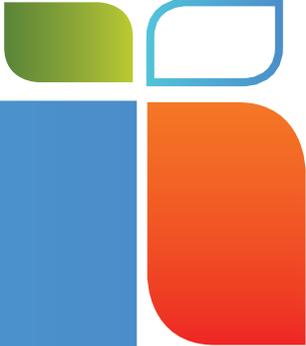
This project has been produced with the assistance of funding provided by the Commonwealth Government through the Department of Industry.



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PART ONE

Introduction



Summary

The Aged Care sector in Australia, like others throughout the world, is navigating unprecedented challenges as it strains to meet the increasing needs of an ageing population, with limited resources.

The scale and scope of change means that leaders must not only manage effectively, but also think creatively and strategically, drive innovation, adapt their organisations to changing demands and engage and collaborate with stakeholders and staff as they lead change.

The Australian Aged Care Leadership Capability Framework describes the knowledge, skills and abilities that underpin such leadership and that are commonly required by leaders across Aged Care.





The Framework arranges the capabilities into five key domains:

- SELF:** the Aged Care leader's understanding of, care for, and overall relationship with her/his self
- OTHERS:** the Aged Care leader's ability to communicate with, relate to, and work effectively with others
- PURPOSE:** the Aged Care leader's ability to articulate and promote the organisation's spirit, purpose and strategic direction in ways that engage and empower employees, clients and stakeholders
- BUSINESS:** the Aged Care leader's management of business resources to achieve organisational goals within a dynamic operating environment
- CHANGE:** the Aged Care leader's capacity to foster a working environment that supports and encourages creative, holistic approaches to improvement, innovation and transformation in the organisation

Together, these cover key attributes that define a person as a leader, and the knowledge, skills, abilities and behaviours needed for effective leadership in Aged Care.

The Framework defines a leader as a person with responsibility for directing or influencing the work of others. Leadership refers to the behaviour of those with responsibility for directing or influencing the actions of others.

The Framework is behaviourally-based and the capabilities are illustrated by sets of indicative behaviours appropriate to three broad leadership levels from front-line to CEO.

The Framework identifies the common and transferable aspects of Aged Care leadership and has many benefits for agencies, provider organisations and leaders themselves. These include providing the basis for recruitment, development and succession of a highly skilled, flexible and mobile leadership cohort.

This Australian Aged Care Leadership Capability Framework was created with the assistance of a dedicated group of leaders working across all aspects of Aged Care.

Our thanks to those people for their generosity, honesty and wisdom.

*Libby Kostromin and Greg Evans,
Making Meaning, February 2014*



Context

Leadership in Aged Care

The present and future for leaders in Aged Care is incredibly challenging. Now, more than ever, Aged Care leaders need support to develop the capabilities to navigate immediate challenges and to help shape the Aged Care of the future.

Leaders across the Australian Aged Care sector are typically dedicated, diligent and passionate about providing quality care services while working in the context of a rapidly growing aged demographic and increasing consumer expectations.

Efforts to make service delivery more effective and efficient cannot keep pace with the rate of demand. Doing more with less is no longer enough. A revolution in how Aged Care services are designed, funded and delivered is underway. Leaders need the confidence and capabilities to drive and guide the transformation of the sector.

Aged Care Leadership Development Project

The Aged Care Leadership Development Project was established to investigate and make recommendations to support leadership development across the sector.

Funded by the Department of Industry and managed by the Community Services and Health Industry Skills Council (CS&HISC), the Aged Care Leadership Development Project is sponsored by Aged and Community Services Australia (ACSA) and Leading Aged Services Australia (LASA).

The project aim—to define and support a strategic approach to leadership development across Aged Care through engagement and consultation with relevant stakeholders—was achieved with the release, in June 2013, of the Aged Care Leadership Development Strategy.

Aged Care Leadership Development Strategy

Developed through broad consultation with over 400 Aged Care leaders nationally, the Aged Care Leadership Development Strategy provides a sustainable, measurable, flexible and effective plan for leadership development across Aged Care.

The strategic vision is to revolutionise the way Aged Care leaders are developed and supported, by:

- raising the profile of leaders and leadership in the Aged Care Industry
- lifting the confidence, capacity, flexibility and adaptability of leaders across the sector through the provision of practical, sustainable and future-focussed development opportunities for leaders at different levels
- informing and guiding planning and decision-making concerning investment in leadership development and applications for government funding of recommended leadership development initiatives
- making a tangible and positive contribution to the broader recognition of the professionalism and value of the sector as a whole.

The Australian Aged Care Leadership Capability Framework provides the foundation for the implementation and sustainable maintenance of the strategy. Copies of the Aged Care Leadership Development Strategy are available from the CS&HISC, ACSA and LASA.

Scope

Definitions

This Australian Aged Care Leadership Capability Framework is intended for all leaders in Aged Care. 'Aged Care' encompasses all organisations involved in the provision of support, care and services to older people in our communities.

What makes this an Aged Care Framework?

Most people in leadership positions will require similar capabilities, regardless of their industry or organisation. Accordingly, some elements of this Framework are common to other leadership capability frameworks.

However, this Framework is designed specifically to include and/or emphasise elements uniquely relevant to Aged Care leaders in Australia, at this time.

These are summarised as follows:

- The importance of care-focussed leaders attending to their own health and wellbeing.
- A strong focus on the articulation and promotion of an organisational mission or purpose.
- Particular attention to the importance of human connection and the development of relationships.
- Recognition of the movement towards person-centred, or consumer-directed, care services.
- Consideration of the essential role of leaders in raising the profile of Aged Care.
- The rapidly increasing proportion of aged people in the Australian population means that those working in the Aged Care sector are entering an era of unprecedented change.
- Recognition of Aged Care as an industry under increasing pressure to adapt and transform.

Underpinning principles

This Framework is built upon definitions and underpinning principles with respect to:

- Leaders and leadership
- Leadership and management
- Modes of leadership
- Levels of leadership

Each principle is explained below:

Leaders and leadership

While leadership behaviour may be demonstrated, on occasion, by any member of an organisation regardless of role, this Framework targets those with organisational authority as the key enablers of organisational change and those in whom leadership development represents the highest organisational value.

For the purpose of this Framework:

- a **leader** is a person with responsibility for directing or influencing the work of others, and
- **leadership** refers to the behaviour of those with responsibility for directing or influencing the actions of others.

Leadership and management

For the purposes of this Framework, leadership and management are viewed as a continuum, with a number of overlapping capabilities.

The balance between management and leadership capabilities varies for leaders operating at different organisational levels. In general, a strategic focus will demand greater emphasis on leadership capabilities and an operational focus will demand greater emphasis on management capabilities.





Modes of leadership

This Framework reflects the view that, first and foremost, leadership is personal, and that developing leadership involves encouraging and assisting an individual to become the leader that only she or he can be.

Leadership is also organisational. Leaders lead within an organisational context. The organisation provides the system and the range of relationships within which leadership actions take place. Developing leaders involves equipping people to lead and manage in their organisational context.

Leadership and management styles will then necessarily vary according to individual preferences, strengths and organisational circumstance. However, the following leadership approaches, particularly relevant to Aged Care at this time, are reflected, as appropriate, in the style and content of the Australian Aged Care Leadership Capability Framework.

Authentic leadership

Authentic leaders demonstrate extraordinary integrity, a profound sense of purpose and a commitment to their personal values. They foster trusting relationships and design organisational structures and systems to enshrine core values and uphold ethical standards.

Adaptive leadership

Adaptive leaders drive deep change by enabling and encouraging groups of individuals to take on tough challenges and thrive. They do this by discerning the essential from the expendable and stimulating genuine creativity to unseat the status quo.

Transformational leadership

Transformational leaders are leaders of vision who are able to inspire, challenge, stimulate, motivate and support followers to lift them to higher levels of performance and greater job satisfaction.



Levels of leadership

Capabilities within this Framework are defined for leaders and managers occupying, or aspiring to, positions within three broad levels of scope, as follows:

Level 3 Leaders

Often referred to as 'front line' or 'first line' managers, Level 3 Leaders are likely to be responsible for the activities of a team on a part-time or full-time basis. In an Aged Care context, depending on the size of the organisation and the services provided, these people may often be Care Co-ordinators, Service Co-ordinators, Registered Nurses or Team Managers.

Level 2 Leaders

As mid-level leaders or 'middle management', Level 2 Leaders are commonly responsible for multiple teams or an entire service/function.

According to organisational size and function, these leaders are likely to occupy positions as Director of Nursing, Care Manager, Facility Manager, Hotel Services Manager, Quality Manager, Human Resources Manager and so on.

Level 1 Leaders

Level 1 Leaders are those with strategic and cultural responsibility for an entire organisation or division. Level 1 Leaders will often play a role in influencing community and/or stakeholders beyond their organisation.

In small to medium-sized organisations this is likely to be the CEO.

In medium to large-sized organisations Level 1 leaders may include general/executive/senior managers and department heads.

Use and benefits

Applications and benefits

This Australian Aged Care Leadership Capability Framework provides a number of applications and benefits for individuals, organisations and Aged Care as an industry.

These are outlined below:

Individual

For the individual leaders, the Framework provides:

- a common language and shared understanding of expected behaviour for Aged Care leaders
- a structure to guide self-assessment, professional development and career planning.

Organisational

For Aged Care organisations, the Framework is an input to:

- workforce planning—analysing and identifying workforce capability needed to meet organisational objectives
- recruitment and staffing—designing, defining and describing the capabilities needed in leadership roles, and then matching people with the right capabilities to those roles
- workforce structure and mobility—structuring the workforce for maximum flexibility and performance; facilitating talent management; succession planning and progression within organisations and across Aged Care
- learning and development—planning, prioritising, designing and evaluating learning and development activities including making the most of existing development resources
- performance management—facilitating assessment and discussion about performance and developmental needs
- recognition and reward—establishing a basis for recognition and reward
- benchmarking—comparing leadership capability across organisations.

Aged Care

The Framework benefits Aged Care by:

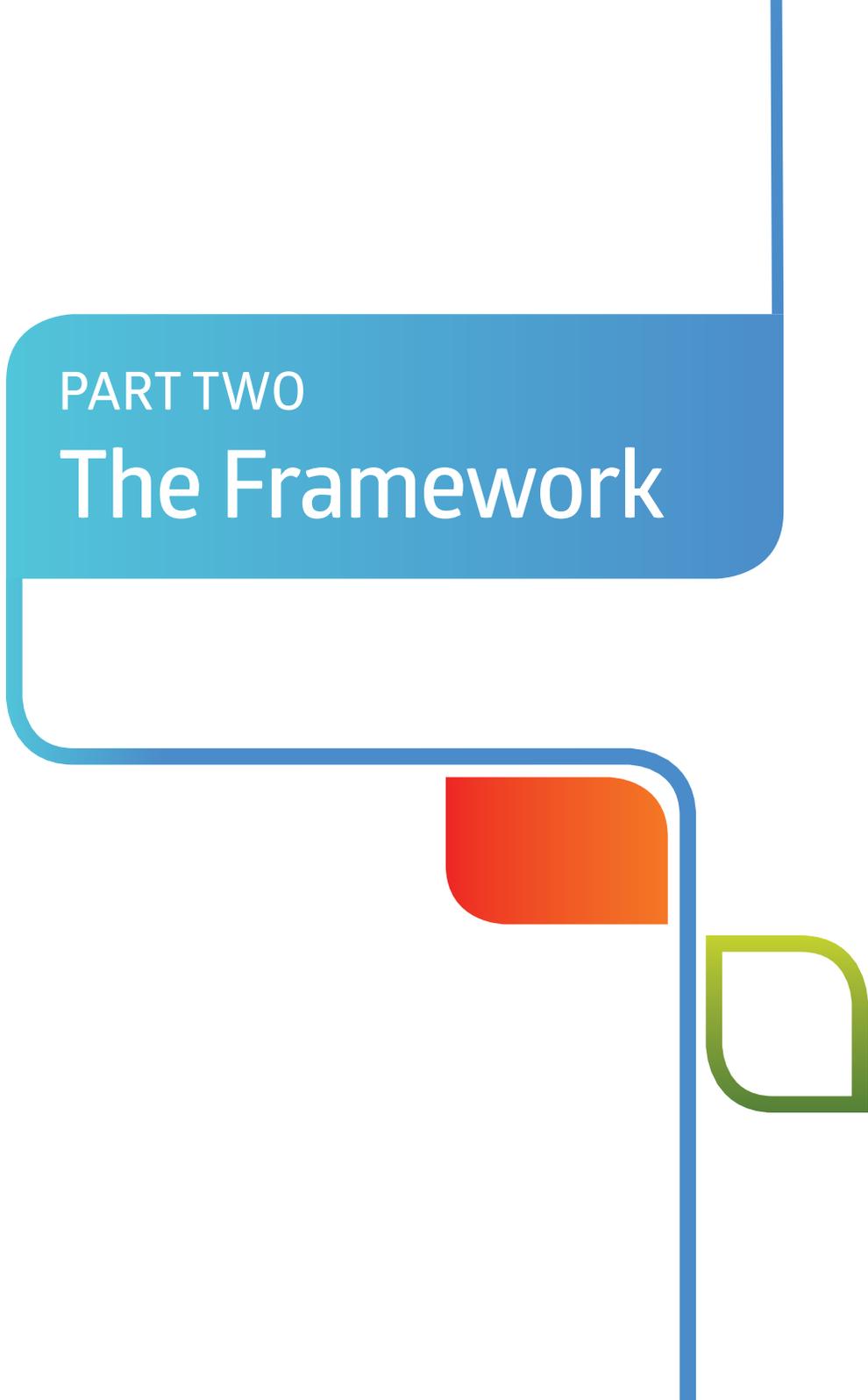
- identifying common and transferable aspects of leadership within or outside Aged Care
- supporting effective recruitment strategies and pathways from outside Aged Care
- benchmarking professional standards
- enabling the design of leadership development initiatives that address Aged Care requirements and acknowledge the Aged Care context
- promoting the development of a skilled, flexible and mobile leadership cohort
- expediting leadership-related development processes including performance reviews, recruitment and succession planning
- increasing access to leadership qualifications by enabling mapping to relevant qualifications to further support professional development.

Using this Capability Framework

The Australian Aged Care Leadership Capability Framework is a tool that is useful for the applications listed above. How an individual or organisation uses the Framework will necessarily depend on what the individual or organisation is aiming to achieve.

In that context, the following user notes are offered as prompts and/or reminders for consideration, as appropriate:

- capable leadership contributes to organisational success but does not guarantee it. Development of leadership capability is usually best considered as part of a broader organisational/business development/change strategy.
- while the range of capabilities outlined in this Framework is extensive, it is not prescriptive. Some capabilities may be more or less relevant to an organisation and its leaders. Discussions about which capabilities are most relevant and why are often valuable in themselves.
- change requires time, attention and effort—both at individual and organisational levels. Trying to do too much, too quickly is likely to overwhelm and frustrate rather than engage and motivate. Targeting a few key areas for attention and maintaining focus on these over a long period is more likely to generate real change.
- new and aspiring leaders, especially those from diverse cultural and linguistic backgrounds, may require assistance from more experienced leaders to fully understand and apply this Framework. Such assistance can contribute to the development of leadership capability in both parties.
- organisational change flows from the top. Level 2 leaders are highly unlikely to successfully develop and maintain capabilities that the Level 1 leaders in their organisation do not demonstrate and therefore cannot model and support, and so on. For best results develop leadership capability in those most senior, first.

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PART TWO

The Framework

Overview



Interpretation

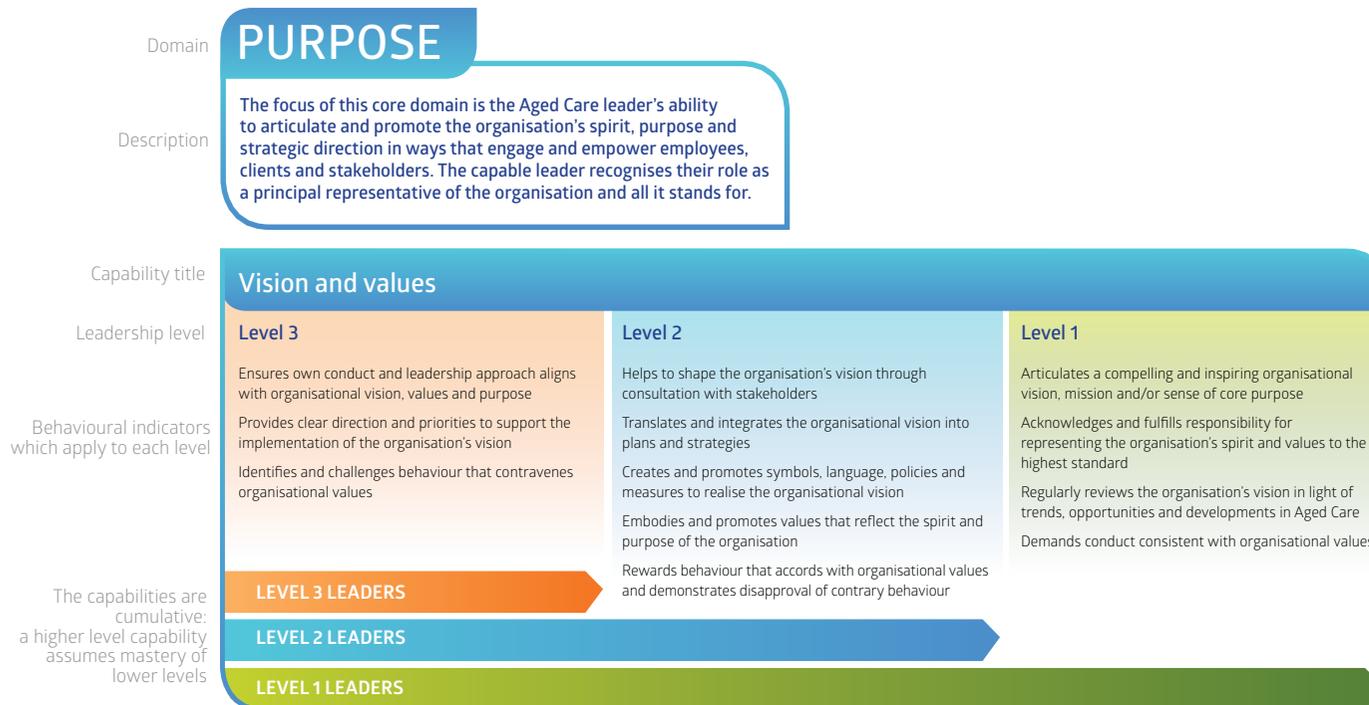
The Aged Care Leadership Capability Framework defines the behavioural attributes necessary for effective leadership of, and within, Aged Care organisations.

The Framework defines a range of capabilities according to five key domains: Self, Others, Purpose, Business and Change.

Each capability includes a set of behavioural indicators. These are action statements that illustrate typically expected behaviours for three 'levels' of leadership from CEO (Level 1) to Front-line (Level 3). (Refer to 'Levels of Leadership' in Part 1 of this document for more information.)

Note also that the capabilities are cumulative in that Level 2 assumes mastery of Level 3 and Level 1 assumes mastery of both Levels 2 and 3.

The diagram below identifies the key components of the Australian Aged Care Leadership Capability Framework.



The capabilities and their behavioural indicators reflect the interdependence of management and leadership activities, as appropriate to each level.

While most capabilities provide behavioural indicators for each of the three levels, in some cases, a behavioural indicator applies across two levels (for example in Interpersonal Skills) or across all three levels (for example in Well-being). In these cases, capable leaders will be demonstrating the behaviour in question from the lowest level indicated.

It is important to note that a leader's role may not align with the same level for every capability. The Framework should be used flexibly according to the requirements of the role.

Domains

The five capability domains are described below:

Self

The focus of this domain is the Aged Care leader's understanding of, care for, and overall relationship with her/his self. The capable leader recognises his/her personal contribution as an exemplar and an inspiration to others within, and outside of, the organisation.

Others

The focus of this domain is the Aged Care leader's ability to communicate with, relate to, and work effectively with others including: clients and their families; direct reports; volunteers; peers; colleagues; management; boards; communities. The capable leader recognises the value of trust-based relationships in facilitating achievement of organisational, client and community objectives.

Purpose

The focus of this core domain is the Aged Care leader's ability to articulate and promote the organisation's spirit, purpose and strategic direction in ways that engage and empower employees, clients and stakeholders. The capable leader recognises their role as a principal representative of the organisation and all it stands for.

Business

The focus of this domain is the Aged Care leader's management of business resources to achieve organisational goals within a dynamic operating environment and in accordance with regulatory, governance, risk management, ethical, equity and commercial requirements. The capable leader recognises that effective business management facilitates achievement of organisational goals.

Change

The focus of this domain is the Aged Care leader's capacity to foster a working environment that supports and encourages creative, holistic approaches to improvement, innovation and transformation in the organisation, the broader community and across Aged Care. These capabilities are vital for leaders to meet the challenges of rapid changes in Aged Care.

Capabilities

Self

The focus of this domain is the Aged Care leader's understanding of, care for, and overall relationship with her/his self.

The capable leader recognises his/her personal contribution as an exemplar and an inspiration to others within, and outside of, the organisation.

Well-being

Attends to major determinants of well-being, including nutritious food, adequate sleep, exercise and personal space

Is mindful of, and responsible for, how own time and energy is spent

Maintains a personal support network of trusted confidants and advisors

ALL LEVELS

Perseverance and resilience

Approaches work with energy, drive and a strong desire to complete

Seldom retreats in the face of resistance or setbacks

Faces adversity and recovers quickly from challenging circumstances

ALL LEVELS

Flexibility and agility

Responds to changes in priorities

Adapts quickly to agreed changes

Relinquishes stances and directions that prove unfruitful

ALL LEVELS



Authenticity and integrity

Level 3

Actions are consistent with words
Acts in accordance with own and organisational values
Leads others with heart and mind

Level 2

Behaviour as a leader is congruent with private behaviour
Models organisational values
Contributes to the development of policies that reflect organisational values

Level 1

Demonstrates humility as a leader
Leadership actions promote a spirit of service throughout the organisation

Courage and candour

Level 3

Admits mistakes, and accepts accountability for own behaviour and decisions
Is direct, yet considerate, in communications with others
Takes difficult and/or unpopular action when necessary
Is open about personal strengths, weaknesses, beliefs and feelings
Expresses opinions with candour and says what needs to be said
Initiates challenging conversations without delay

Level 2

Is unafraid to show emotions, vulnerability and to connect with employees
Supports others to express their opinion and say what needs to be said
Openly discusses learnings from mistakes and assists others to do likewise

Level 1

Confronts organisational issues without delay
Encourages an organisational culture where people feel supported to learn from mistakes and to say what needs to be said

Self-management

Level 3

Reflects on feelings, experiences and feedback to build self-awareness

Regulates own behaviour in light of developing self-awareness

Level 2

Recognises own behavioural tendencies and their impact

Adapts conduct to accommodate own behavioural tendencies or that of others in difficult and/or high pressure situations

Level 1

Maintains awareness of the interplay between own psychological state and behaviour

Manages own behaviour, moment to moment, in recognition of own psychological state and the needs of the situation

Self-development

Level 3

Accepts and responds constructively to feedback

Reflects on feedback and experiences for insight into areas for self-development

Actively engages with opportunities for self-development

Is aware of own strengths and limitations and seeks help from others as required

Level 2

Asks for feedback from others, including direct reports

Seeks and utilises a variety of opportunities for self-development

Makes the most of own strengths

Seeks input and expertise from others to complement own capability limitations

Level 1

Mines a wide range of interactions, activities and information for insights that inform self-development

Seeks leadership advice from those with different perspectives and capabilities

Prioritising and decision-making

Level 3

Attends first to what's most important

Acts decisively in uncertain circumstances

Takes responsibility for decisions and their implications

Level 2

Spends own time and the time of others on what's most important

Makes sound choices and reaches astute conclusions within an appropriate timeframe

Uses information from multiple sources to make critical decisions

Level 1

Continually discerns and adjusts priorities to ensure best use of own and others' time and expertise

Makes balanced decisions with consideration for the range of potential implications (organisation, clients, stakeholders, community, industry)

Makes complex, multi-dimensional judgements in a decisive manner

Others

The focus of this domain is the Aged Care leader's ability to communicate with, relate to, and work effectively with others including: clients and their families; direct reports; volunteers; peers; colleagues; management; boards; communities. The capable leader recognises the value of trust-based relationships in facilitating achievement of organisational, client and community objectives.

Interpersonal skills

Level 3

Listens attentively and has the patience to hear people out

Is approachable and easy to talk to

Displays a genuine interest in others and makes them feel valued

Adapts communication style and messages to suit different personalities and cultures

Shapes responses to individuals based on perception of verbal and non-verbal cues

Level 2

Communicates clearly and convincingly with diverse audiences to achieve a common understanding and promote desired ends

Shapes appropriate responses based on sensitive understanding of the situation, feelings and motives of others

Demonstrates emotional maturity, cultural awareness and flexibility when dealing with individuals and situations

Provides a settling influence in a crisis - creates an emotionally safe space to enable exploration of critical issues, stressful situations or other difficult circumstances

Level 1



Relationships

Level 3

Quickly builds rapport with others

Appreciates situations and issues from the perspectives of others

Recognises impact of own behaviour or operating style on others and strives to find the best way of working with and leading others

Builds positive relationships by involving and engaging with others

Works to create a supportive, respectful work environment

Level 2

Builds and maintains strong, trusting, collaborative and consultative relationships with employees, and other stakeholders

Influences others to create and maintain a supportive organisational and community environment

Identifies potential partnerships and alliances and leverages these to achieve organisational outcomes

Level 1

Maintains sound working relationships with leaders within the organisation as well as external stakeholders

Develops and promotes a positive organisational profile and image to the community and other stakeholder groups

Takes effective action in situations which threaten the organisation's standing and relationships

Builds strategic relationships to strengthen organisation capacity and capability

People development

Level 3

Provides current, direct, complete, and actionable positive and/or corrective feedback to others

Assists others to identify their development needs and plan development

Assigns challenging and stretching tasks for development purposes

Provides guidance, advice and coaching to develop others

Recommends suitable development activities to others

Level 2

Provides a supportive environment that inspires self-improvement and growth

Finds and implements ways to creatively challenge and develop others

Identifies and assists those with the desire and potential to become leaders

Contributes to policies and procedures for the development of others

Mentors others

Level 1

Promotes an organisational climate where learning and development is valued and supported



Direction and delegation

Level 3

Clearly and comfortably delegates routine tasks and decisions to direct reports

Trusts people to perform delegated tasks

Lets people finish their own work

Monitors process, progress and results

Level 2

Clearly and comfortably delegates important tasks and decisions to members of the organisation, external suppliers or others

Sets clear, stretching goals and assigns responsibilities that help to bring out the best work from people

Assists direct reports to prioritise, delegate and refocus energy when faced with overwhelming workloads

Level 1

Communicates the organisation's direction clearly in line with the organisation's vision and values, internally and externally

People management

Level 3

Assesses the suitability of potential recruits

Manages people with consideration for their strengths and work interests

Manages staff performance, clearly communicating performance expectations, rewarding achievement and providing constructive feedback where appropriate

Identifies skills and performance gaps and takes action to address them

Deals with unacceptable behaviour promptly and effectively

Level 2

Attracts and recruits suitable people to serve the organisation

Maintains effective and productive workplace relations

Nurtures talent and engages in succession planning

Level 1

Builds a strong, effective and cohesive leadership team

Drives performance management and development strategies to continually improve staff performance



Group behaviour

Level 3

Sets the tone for a positive team climate
Monitors relationships within the team
Responds appropriately to variations in team climate

Level 2

Picks up the sense of the group in terms of positions, intentions, and needs
Identifies what a group's values and norms are and how to influence them

Level 1

Reads group dynamics, moment to moment, and responds appropriately to relationship issues as/when they arise

Collaboration

Level 3

Works effectively and co-operatively with others to achieve team objectives
Promotes the importance of collaboration, cooperation and teamwork by role-modelling these behaviours
Welcomes and respects divergent opinions during consultation and collaboration

Level 2

Actively seeks opportunities and ways to work with others to achieve shared goals
Is open to opportunities for collaboration within the organisation

Level 1

Seeks opportunities to work collaboratively with other Aged Care organisations and stakeholders
Leads collaboration beyond organisational and disciplinary boundaries to achieve results and learn from others

Negotiation

Level 3

Mediates equitable solutions
Settles differences with minimal disruption

Level 2

Makes effective use of data/information and expert advice to influence negotiation outcomes
Mounts logical and convincing arguments to support the organisation's position
Secures concessions without damage to relationships
Applies strategic problem solving and interpersonal skills to settle disputes

Level 1

Anticipates points of difference in significant negotiations and determines the organisation's strategy and bargaining position on each point
Consistently crafts solutions with optimal value for all parties, including highly complex, contentious and/or high risk situations

Influence

Level 3

Presents reasonable and convincing arguments to persuade others and shape outcomes
Secures assistance from people outside own team to achieve outcomes

Level 2

Is able to make things happen through others without relying on formal authority
Shapes outcomes by steering negotiations and influencing stakeholders

Level 1

Uses influence strategically to build support and shift stakeholder positions
Advocates the organisation's position on key issues in local, state and national forums



Purpose

The focus of this core domain is the Aged Care leader's ability to articulate and promote the organisation's spirit, purpose and strategic direction in ways that engage and empower employees, clients and stakeholders. The capable leader recognises their role as a principal representative of the organisation and all it stands for.

Vision and values

Level 3

Ensures own conduct and leadership approach aligns with organisational vision, values and purpose

Provides clear direction and priorities to support the implementation of the organisation's vision

Identifies and challenges behaviour that contravenes organisational values

Level 2

Helps to shape the organisation's vision through consultation with stakeholders

Translates and integrates the organisational vision into plans and strategies

Creates and promotes symbols, language, policies and measures to realise the organisational vision

Embodies and promotes values that reflect the spirit and purpose of the organisation

Rewards behaviour that accords with organisational values and demonstrates disapproval of contrary behaviour

Level 1

Articulates a compelling and inspiring organisational vision, mission and/or sense of core purpose

Acknowledges and fulfills responsibility for representing the organisation's spirit and values to the highest standard

Regularly reviews the organisation's vision in light of trends, opportunities and developments in Aged Care

Demands conduct consistent with organisational values

Purpose

Person-centred focus

Level 3

Ensures care practices honour and uphold the preferences, needs and values of recipients

Ensures care recipients are central to decision-making regarding their care

Consistently models respect for care recipients' home environments

Level 2

Promotes care practices that honour and uphold the preferences, needs and values of recipients

Develops service systems in partnership with care recipients and/or their carers

Co-ordinates service provision with other organisations, as required, to meet care recipients' needs

Level 1

Drives development of organisational policies that promote and maintain a person-centred focus

Inspiration and motivation

Level 3

Demonstrates enthusiasm for the team's role and work

Assists others to recognise the value of their contribution to the organisation's vision and purpose

Works to identify and encourage individual and team motivations

Appreciates effort, and credits those responsible for good work

Level 2

Exudes passion and energy about the organisation, its goals and the work itself

Creates a climate in which people want to do their best

Shares ownership and visibility of activities and achievements

Level 1

Is a constant source of inspiration to others through own leadership conduct and enthusiasm for the organisation and its work

Strategic thinking and action

Level 3

Thinks ahead, considers potential consequences of actions and acts to maximise likelihood of achieving intended outcomes

Articulates credible pictures and visions of possibilities and likelihoods

Level 2

Condenses high-level strategy directives into clear goals and targets

Takes a broad view of potential ways of dealing with issues and challenges

Is quick to see risks, issues and opportunities

Is able to perceive multiple aspects and impacts of issues and project them into the future

Draws on relationships beyond own area to obtain new ideas and perspectives on strategic issues

Leads projects or programs of strategic importance or significant impact

Continually monitors the organisational environment for strategic opportunities and threats

Level 1

Engages effectively with key stakeholders on the organisation's priorities and commitments

Maintains a strategic perspective on the organisation's functions, strengths, weaknesses and potential

Creates effective and sustainable organisational strategies and plans

Engages stakeholders in the development of organisational strategy and policy, as appropriate

Focuses on the organisation's future and engages the individuals and groups necessary to build that future

Imagines and anticipates the future so as to shape, rather than be shaped by, issues



Business

The focus of this domain is the Aged Care leader's management of business resources to achieve organisational goals within a dynamic operating environment and in accordance with regulatory, governance, risk management, ethical, equity and commercial requirements. The capable leader recognises that effective business management facilitates achievement of organisational goals.

Planning

Level 3

- Recognises the activities needed to achieve planned outcomes
- Identifies potential barriers to success and takes action to overcome these
- Uses performance data effectively to monitor and drive achievement of planned outcomes
- Sets realistic objectives and goals, aligned with functional and/or organisational goals
- Accurately scopes out tasks and projects
- Develops schedules and task/people assignments

Level 2

- Analyses data and draws reasonable conclusions to inform planning
- Makes tough decisions and trade-offs to maximise desired outcomes and set clear priorities among projects
- Obtains organisation's support and resources for plans
- Determines effective reporting and evaluation methods

Level 1

- Draws accurate conclusions from financial, workforce and other information to inform prudent strategic planning decisions
- Establishes relevant metrics to measure actual against planned outcomes
- Establishes long-term planning and review mechanisms
- Manages resources flexibly, including looking beyond the organisation's boundaries to achieve the most appropriate resourcing

Implementation

Level 3

Provides clear direction and priorities, and clarifies roles and responsibilities

Arranges information and files in a useful manner

Organises resources (people, funding, material, support) to get things done according to plan

Utilises resources effectively and efficiently

Measures performance against goals

Level 2

Leads projects of strategic importance or significant impact to the organisation

Orchestrates multiple activities at once to achieve a goal

Adjusts plans during implementation as required

Manages stakeholder relationships during implementation effectively

Level 1

Harnesses capabilities from across the organisation to deliver on strategic goals and objectives

Finance and assets

Level 3

Works within budget

Complies with the organisation's accounting and financial reporting requirements

Safeguards and maintains the organisation's financial, physical and intellectual assets within scope of role

Level 2

Analyses financial data and trends to inform decision-making

Reviews and evaluates contracts to inform future contractual arrangements

Scopes and evaluates the financial implications of proposed policies and projects to ensure responsible budget management

Makes financial decisions that deliver the desired financial results

Allocates resources across competing priorities

Ensures that assumptions and forecasts that underpin financial planning are consistent and realistic

Level 1

Uses reporting and analysis to determine strategic directions to meet future financial challenges and goals and ensure financial sustainability

Manages organisational assets strategically to obtain optimal value

Marshalls and deploys financial resources to deliver the best possible organisational outcomes

Ensures that financial accountabilities are understood and met at all levels of the organisation

Anticipates future resource needs

Commercial and political acumen

Level 3

Demonstrates an understanding of the organisation as a business

Builds and maintains a good understanding of local and regional issues that relate to own role and the organisation's operations

Uses appropriate formal and informal networks to get things done

Applies appropriate discretion, confidentiality and political sensitivity in work on behalf of the organisation

Level 2

Works confidently within the organisation's structures, processes and networks

Knows the organisation's competition and how strategies and tactics work in the market for the organisation's services

Understands the forces that shape political frameworks and agendas and how these impact on the organisation and community

Assesses how decisions will affect and be affected by local, regional, and national situations

Level 1

Builds a critical mass of support for ideas and moves that will benefit the organisation and the wider community

Exercises influence appropriately in the broader political and social context

Marketing

Level 3

Demonstrates external and internal customer orientation

Supports marketing activities

Level 2

Contributes to market analysis and marketing strategy development

Implements/conducts marketing activities in accordance with marketing strategy

Use promotional opportunities to protect and/or enhance the organisation's reputation

Level 1

Establishes a robust market analysis and marketing strategy and evaluation process

Analyses the market to determine marketing strategy, brand(s), services, value proposition(s) and marketing measures

Reviews marketing activities and takes action as required to enhance marketing performance

Governance and risk

Level 3

Complies with organisational governance requirements to achieve business goals

Applies a good working knowledge of the risks and liabilities associated with the work area

Monitors compliance with organisational controls and supports employees who report compliance issues

Level 2

Consistently applies the relevant governance framework and ensures organisational compliance with legislative, regulatory, policy and procedural requirements

Astutely assesses the risks and returns on decisions and investments

Understands the operational risks and liabilities for the area and is able to recommend pre-emptive or corrective action

Proactively identifies current and emerging risks

Level 1

Evaluate the governance framework in the organisation and take appropriate actions to ensure its effectiveness

Works effectively with the organisation's board

Builds risk management capability to underpin sound corporate governance

Ensures appropriate resources are allocated to managing and monitoring risk

Leverages risk management to improve performance

Equity and inclusivity

Level 3

Models courtesy, respect and fairness in dealing with people

Supports equal and fair treatment and opportunity for all

Works effectively with people of all races, nationalities, cultures, disabilities, ages and genders

Level 2

Ensures equal and fair treatment for all in own area of organisational responsibility

Recognises and makes use of diversity to enhance organisational effectiveness

Level 1

Embeds equity and diversity principles in all aspects of the organisation

Tailors organisation policy and operations to accommodate and capitalise on diversity in the workforce and community

Ethical conduct

Level 3

Questions established practices rather than assuming that they meet current standards of probity and ethics

Addresses breaches of protocol and probity and creates a climate in which staff are confident to report breaches

Recognises when directives conflict with ethics and values and acts to resolve the conflict

Level 2

Encourages debate and discussion of ethical issues within the organisation to develop the capacity of employees to make ethical choices and decisions in their daily work, and to be able to explain those decisions

Level 1

Sets and promotes organisational frameworks for ethical decision making and policy setting

Safety

Level 3

Complies with all relevant safety legislation, regulations and policies

Monitors safety issues and looks for opportunities to improve safety performance within team or function.

Embeds an ethos of safety and wellbeing in all activities

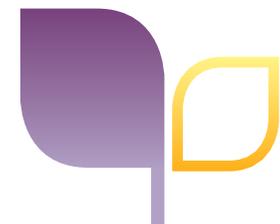
Level 2

Monitors safety issues and looks for opportunities to improve organisation's safety performance

Level 1

Creates an environment where leaders are accountable for safety and every employee is empowered to improve safety performance

Accepts accountability for the development and maintenance of the organisation's safety policies and system



Change

The focus of this domain is the Aged Care leader's capacity to foster a working environment that supports and encourages creative, holistic approaches to improvement, innovation and transformation in the organisation, the broader community and across Aged Care.

These capabilities are vital for leaders to meet the challenges of rapid changes in Aged Care.

Creativity and innovation

Level 3

Approaches new ideas and different perspectives with curiosity and openness

Questions the status quo and seeks new and more effective methods where appropriate

Distinguishes ideas for improvement that are likely to work in own work environment

Level 2

Harnesses the creativity of others to help achieve desired outcomes

Pursues new methods and solutions, thinks outside the box, connects disparate ideas and is unafraid to explore unorthodox methods

Evaluates and prioritises ideas for improvement in the organisation against a wide range of criteria, including financial, operational and cultural considerations

Level 1

Inspires and leads others to question existing approaches, to support fresh thinking, to take risks and to engage with creative possibilities



Transformation

Level 3

Ensures open and regular communication with those affected by change

Demonstrates visible leadership and championing of change

Acknowledges and addresses barriers to change

Assists direct reports to implement and adjust to changed requirements

Level 2

Translates the change agenda into plans and embeds agreed changes into organisational practices and processes

Implements communication strategies to ensure open and regular communications during change processes

Actively consults with and informs others affected by change and supports them through the change process

Seizes opportunities to influence the organisation and the industry to improve outcomes

Level 1

Communicates the need for change across the organisation compellingly

Positions the organisation to benefit from developments in the political and external environment

Seizes opportunities to positively reshape the organisation or the industry

Is prepared to champion radical change

Systems and structures

Level 3

Streamlines systems and processes to achieve organisational objectives

Looks for and identifies inefficient or ineffective methods or procedures and takes steps to eliminate or improve them

Seeks and implements structural, system and technology changes to support service improvement

Level 2

Develops solutions to organisational issues based on a realistic analysis of their potential impact on related systems and processes

Identifies leverage points where small changes can effect a substantial change in outputs or outcomes

Investigates ways to improve organisational effectiveness and efficiency by harnessing technology options

Ensures integrated development of key management systems and processes to enhance their effectiveness and avoid service disruptions

Streamlines organisational structures and processes to facilitate service improvement

Level 1

Structures the organisation to support achievement of its strategic objectives and respond quickly to changing priorities

Demonstrates a systems perspective in dealing with the interrelating elements of the organisation

Champions and resources the continuous improvement of work methods, policies and practices to facilitate service improvements

Explores innovative organisational structures, systems and resourcing to deliver the best results



Working with ambiguity

Level 3

Deals positively with uncertainty and ambiguity
Is able to suggest a plan of action without having the total picture

Level 2

Anticipates the impact of change and does not lose focus when things are up in the air
Is able to decide and act without having the total picture

Level 1

Anticipates the impact of change to the organisation and its operating environment, and accepts risk and uncertainty as normal

Aged Care championship

Level 3

Demonstrates respect for the importance and value of Aged Care
Promotes the organisation and the industry to those inside and outside the organisation

Level 2

Level 1

Actively champions achievements, inside and beyond the organisation, to raise the profile and reputation of Aged Care



Relationship to qualifications and other frameworks

Relationship to qualifications

Capabilities are broad and transferable skills, knowledge and abilities. They interface with but do not replace bodies of knowledge and skill developed and formally accredited through professional and educational institutions.

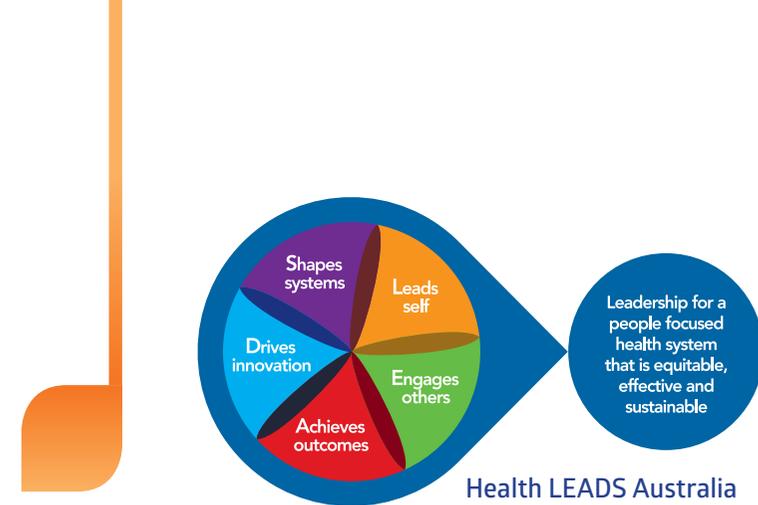
Many leadership positions in Aged Care require specialist qualifications, but they also require the broader range of management and leadership capabilities that are covered in the Australian Aged Care Leadership Capability Framework. The behavioural focus of the Framework provides practical insight into how to lead and manage, which may influence the way in which specialised knowledge and skills are deployed.

For information and advice regarding relevant training packages and qualifications please contact the Community Services and Health Industry Skills Council.

Relationship with Health LEADS Australia

In July 2013, Health Workforce Australia (HWA) released Health LEADS Australia: the Australian health leadership framework. The goal of the framework is 'Leadership for a people focussed health system that is equitable, effective and sustainable'.

Health LEADS Australia has five areas of focus: **Leads self**, **Engages others**, **Achieves Outcomes**, **Drives Innovation** and **Shapes Systems**. Capabilities in this Australian Aged Care Leadership Development Framework that align with and directly support Health LEADS Australia's areas of focus are identified below using the relevant colour. Capabilities in grey are not specifically addressed in Health LEADS Australia.





Australian Aged Care Leadership Capability Framework

*For all leaders in Aged Care
February 2014*