# People Capability Framework

# Peninsula Health

# People Capability Framework

## Capability Areas Overview

Each group of capabilities is essential to drive our mission of **Healthy Lives** for everyone, through *sustainable, innovative, compassionate care.*



**Be Collaborative**

**Be the Best**

**People**

**Operations**

**Capability Areas**

**Self**

**Be Compassionate and Respectful**

**Be Open and Honest**

**Be a Role Model**

### Self
Personal development and self-awareness

### People
Interpersonal skills and people leadership

### Operations
Managing tasks, processes and resources to achieve organisational objectives

## Leader levels

Each leader level has a distinct set of capabilities tailored to its responsibilities and scope.

**Leading Self**

**Leading Others**

**Leading Teams**

**Leading Service Functions**

**Leading Organisation**

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# Introduction

## What is a People Capability Framework

A People Capability Framework is a tool that uses common language to identify key capabilities and behaviours that are required for our people to deliver our strategic goals and desired culture.

## Why is it important

Our People are our greatest strength. Delivering *healthy lives for everyone*, through sustainable, innovative, compassionate care starts with strong, dedicated, and capable people. This People Capability Framework helps align individual performance with Peninsula Health goals, supports talent management, enhances employee engagement, and fosters a consistent and values-driven culture.

This Framework has been developed to:

- Articulate the leadership capabilities required to achieve our strategic goals
- Develop a common language that is easily understood across Peninsula Health
- Serve as a guide to identify, develop and assess the leadership qualities needed for people to be successful in their role
- Provide consistency when developing employees at all leadership levels
- Set a clear progression for people in relation to leadership capabilities

## How was it developed

- Aligned to our strategic goals
- Underpinned by our values
- Listening to employees
- Conducting internal workshops
- Investigating contemporary research
- Reviewing external analysis
- Benchmarking with other health and public service capability frameworks
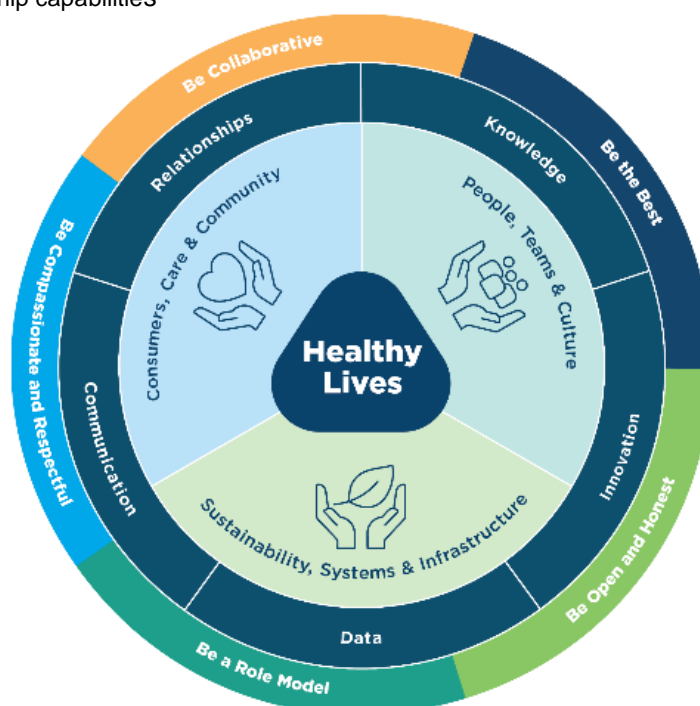


## Who is it for

It is for all employees! There are five leader levels. Each level has a distinct set of capabilities tailored to its responsibilities and scope. The foundational level of leadership – Leading Self – which we all share, focuses on personal development, self-awareness, and the ability to manage one's own actions and behaviours effectively.
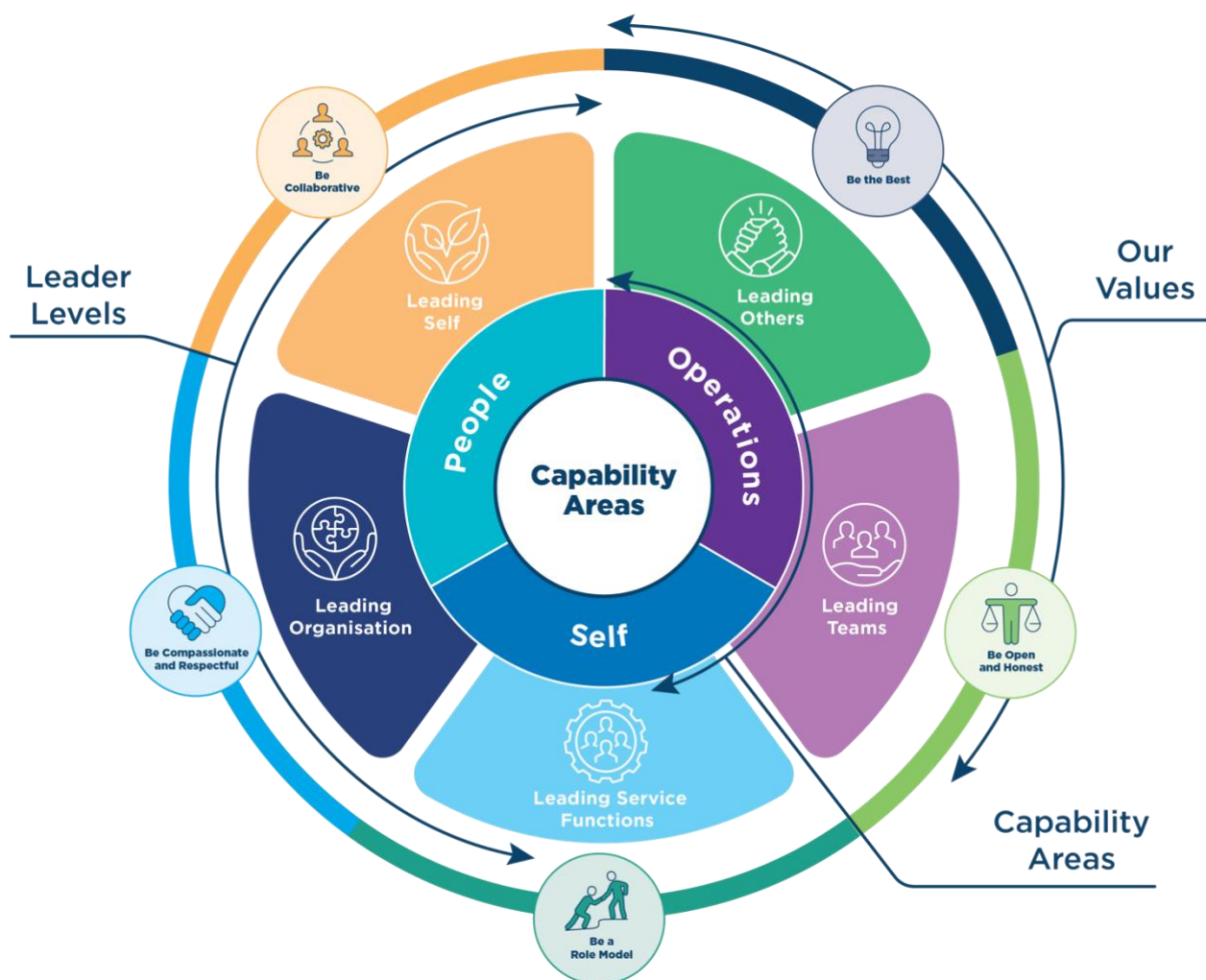


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## How will the Framework be used

The People Capability Framework will be embedded across our employee lifecycle processes.

- Capabilities embedded into position descriptions
- Capabilities embedded into interview guide library

- Capabilities form foundation of management and leadership programs at every leader level

- Capabilities embedded into talent development and career conversations

- Capabilities embedded into the PDR process – development conversation
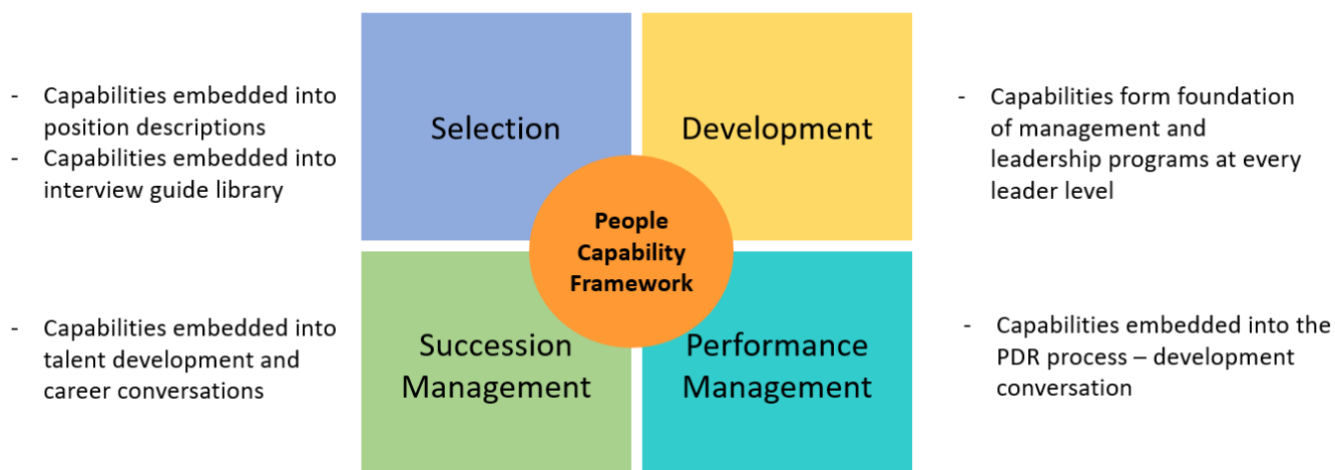


# Understanding our People Capability Framework



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## Capability areas

The capabilities are organised into three easily identified areas: Self, People and Operations. Each group of capabilities is essential to drive our mission of **healthy lives for everyone**, through sustainable, innovative, compassionate care".

| **Self** Personal development and self-awareness | **People** Interpersonal skills and people leadership | **Operations** Managing tasks, processes and resources to achieve organisational objectives |
|---|---|---|

**Examples**

- Emotional intelligence
- Continuous learning

**Examples**

- Clear and effective communication
- Consumer service
- Coaching and developing others

**Examples**

- Organisational skills
- Planning and driving for results

## Our Values

**Be the Best**

We maximise our impact through learning and innovation.

**Be Open and Honest**

We demonstrate integrity through our actions, which are transparent and accountable.

**Be a Role Model**

We take initiative and inspire others.

**Be Compassionate and Respectful**

We care with kindness and foster dignity and inclusion.

**Be Collaborative**

We work as One Peninsula Health and seek out diverse knowledge and perspectives.

## Describing capabilities

As per the example below, each capability has an overall description and a list of related behaviours.

### Continuous Learning

Actively seeks opportunities for learning and development and uses newly gained knowledge and skill on the job learning through their application.

- Engages in self-refection and seeks feedback to understand strengths and development needs
- Embraces challenges, feedback and setbacks as valuable for continuous improvement
- Proactively seeks out diverse learning opportunities including courses, reading, self-study, coaching, collaborative learning experiences and experiential learning

Capabilities with the same description and behaviours for success at all leader levels have the same name.

| Leading Self | Leading Others | Leading Teams | Leading Service Functions | Leading Organisation |
|---|---|---|---|---|
| **SELF** | | | | |
| Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) |

Where capabilities relating to the same topic differ across leader levels, their names reflect this difference.

| Leading Self | Leading Others | Leading Teams | Leading Service Functions | Leading Organisation |
|---|---|---|---|---|
| **OPERATIONS** | | | | |
| Being open to change and continuous improvement | Facilitating change and continuous improvement | Leading change and continuous improvement | Leading transformational change and innovation | Leading transformational change and innovation |

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# Leader levels

On this page we can see typical roles at each level and the types of activities involved at this level.

| Leading Self | Leading Others | Leading Teams | Leading Service Functions | Leading Organisation |
|---|---|---|---|---|
| **Individual contributor** | **Responsible for a "shift" or direct reports**<br><br>Supervisor, Team Lead, ANUM, Educator, Senior Team Member, Registrar | **Responsible for a team Manage a cost centre**<br><br>Team Manager, NUM, Grade 3 or 4 Allied Health Team Member | **Responsible for multiple teams/functions**<br><br>Head of Unit, Operations Director, Clinical Director Director of Corporate and Non-Clinical Areas | **Responsible for organisation**<br><br>Executive General Manager |
| • Lead self and work well in a team<br>• Responsible for themselves and commitment to others<br>• Work within defined boundaries or responsibility with clearly defined procedures and processes<br>• Develop technical and interpersonal skills, self-awareness and self-mastery<br>• Decisions and actions have direct impact on consumers, teams and peers | • Leadership responsibility of direct reports<br>• Oversee day-to-day operational activities<br>• Lead and advise individuals in application of business procedures and practices<br>• Use subject matter expertise to coach others<br>• Always look to make improvements for consumers<br>• Decisions and actions have direct impact on employees, consumers and peers | • Leadership responsibility of direct reports and allocated resources<br>• Oversee operational activities<br>• Lead and advise teams in application of business procedures and practices<br>• Manage adherence to operational systems, business procedures and practices<br>• Prioritise people-focused tasks: coaching, delegating and engaging<br>• Decisions and actions have direct impact on employees, consumers and peers | • Execute strategy in their service functions<br>• Optimise functional performance<br>• Lead and champion service functions' decisions, practices and projects<br>• Stay agile to changing environment<br>• Actions and decisions impact consumers, workforce, business profitability, community and regulatory requirements | • Provide strategic direction<br>• Lead and champion service functions' decisions, practices and projects<br>• Balance long term strategy with short term performance<br>• Champion innovation and growth<br>• Actions and decisions impact consumers, workforce, business profitability, community, industry and regulatory requirements |

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## Capabilities by leader level

| Leading Self | Leading Others | Leading Teams | Leading Service Functions | Leading Organisation |
|---|---|---|---|---|
| **SELF** | | | | |
| Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) | Emotional intelligence (includes self-care and self-awareness) |
| Continuous learning | Continuous learning | Continuous learning | Continuous learning | Continuous learning |
| Critical thinking and problem solving | Critical thinking and problem solving | Encouraging problem solving and operational decision making | Encouraging problem solving and operational decision making | Navigating complexity |
| **PEOPLE** | | | | |
| Clear and effective communication | Clear and effective communication | Clear and effective communication | Clear and effective communication | Executive communication / Selling the vision |
| Collaboration / Teamwork | Encouraging collaboration / Teamwork | Building and maintaining trusting relationships and partnerships | Building and maintaining trusting relationships and partnerships | Building and maintaining trusting relationships and partnerships |
| Consumer service | Consumer service | Consumer service | Building a consumer service culture | Building a consumer service culture |
| Courageous conversations | Courageous conversations | Managing accountability and performance | Managing accountability and performance | Fostering an accountability culture and negotiation |
| | Coaching and developing others | Coaching and developing others | Coaching and developing others | Coaching and developing others |
| | Delegation and empowerment | Delegation and empowerment | Delegation and empowerment | Delegation and empowerment |
| | | Building and leading high performing teams | Growing and investing in talent (succession planning and talent management) | Growing and investing in talent (succession planning and talent management) |
| **OPERATIONS** | | | | |
| Responsible for success | Aligning performance for success - people, operations, values | Aligning performance for success - people, operations, values | Aligning performance for success - people, operations, values | Aligning performance for success - people, operations, values |
| Being open to change and continuous improvement | Facilitating change and continuous improvement | Leading change and continuous improvement | Leading transformational change and innovation | Leading transformational change and innovation |
| Organisational skills | Organisational skills | Planning and driving for results | Strategic thinking and driving for results | Establishing strategic direction and oversight |
| | | Business optimisation (risk, resources, finance) | Business acumen (economic, finance, industry, risk) | Business acumen (economic, finance, industry, risk) |

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# People capabilities, descriptors and behaviours

## Self – capability area

| SELF | Leading Self | Leading Others | Leading Teams | Leading Service/ Function | Leading Organisation |
|---|---|---|---|---|---|
| **Emotional intelligence (includes self-care and self-awareness)** <br><br> Establishes and sustains trusting relationships by accurately perceiving and interpreting own and others' emotions and behaviours; uses insights to effectively manage own responses; includes a holistic approach to emotional intelligence that includes self-care and self-awareness. <br><br> • Maintains self-awareness and self-esteem and regulates emotions effectively <br> • Listens and responds with empathy and shares thoughts, feelings and rationale to build trust, and encourages involvement <br> • Implements self-care routines to maintain wellbeing, asks for help when needed | X | X | X | X | X |
| **Continuous learning** <br><br> Actively seeks opportunities for learning and development and uses newly gained knowledge and skill on the job and learning through their application. <br><br> • Engages in self-reflection and seeks feedback to understand strengths and development needs <br> • Embraces challenges, feedback and setbacks as valuable for continuous improvement <br> • Proactively seeks out diverse learning opportunities including courses, reading, self-study, coaching, collaborative learning experiences and experiential learning | X | X | X | X | X |
| **Critical thinking and problem solving** <br><br> Locates, processes, analyses and interprets relevant and reliable information to address complex issues and problems, makes informed judgements and decisions and take effective action. <br><br> • Analyses problems effectively and develops creative solutions <br> • Makes informed decisions based on logical reasoning and evidence <br> • Anticipates potential obstacles and develops contingency plans | X | X | | | |

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| SELF | | | | | |
|---|---|---|---|---|---|
| **Encouraging problem solving and operational decision making**<br><br>Encourages team members to secure and compare information from multiple sources to identify business issues; and to commit to an action after weighing alternative solutions against important decision criteria.<br><br>• Facilitates brainstorming sessions and collaborative problem-solving activities<br>• Encourages team members to explore innovative solutions to complex problems<br>• Guides the team in analysing risks and making data driven decisions | | | X | X | |
| **Navigating complexity**<br><br>Proactively and quickly makes sense of complex issues; responds effectively to complex and ambiguous situations; communicates complicated information simply.<br><br>• Embraces ambiguity and uncertainty, employing flexible approaches to problem solving<br>• Simplifies complicated issues and identifies most critical actions<br>• Translates complex information and next steps into simple, concise terms that others will understand. | | | | | X |

## People – capability area

| PEOPLE | Leading Self | Leading Others | Leading Teams | Leading Service/ Function | Leading Organisation |
|---|---|---|---|---|---|
| **Clear and effective communication**<br><br>Conveys information and ideas clearly and concisely to individuals or groups in an engaging manner that helps them understand and retain the message; listens actively to others.<br><br>• Conveys ideas clearly and concisely<br>• Listens actively and empathically and ask clarifying questions, fostering understanding<br>• Adapts communication style and language to suit audience needs, knowledge, skills and experience, enhancing reception | X | X | X | X | |
| **Executive communication / selling the vision**<br><br>Communicates a compelling view of the future state in a way that helps others understand.<br><br>• Articulates a clear and compelling vision with demonstrated benefits<br>• Tailors messages to resonate with diverse stakeholders' interests and concerns<br>• Inspires confidence and commitment by leading through vision and values | | | | | X |
| **Collaboration / Teamwork**<br><br>Works cooperatively with others to share knowledge and ideas to problem solve and help the team achieve its goals.<br><br>• Encourages open communication and collaboration among peers<br>• Actively participates in team discussions and brainstorming sessions<br>• Recognises and appreciates contributions from team members | X | | | | |
| **Encouraging collaboration/ Teamwork**<br><br>Fosters a collaborative environment where teamwork is valued and drives collective success through shared goals and mutual support.<br><br>• Builds a team environment based on trust and mutual respect<br>• Facilitates open conversations and encourages team to express ideas and concerns<br>• Promotes a culture of teamwork and collective responsibility for achieving success | | X | | | |

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| PEOPLE | | | | | |
|---|---|---|---|---|---|
| **Building and maintaining trusting relationships and partnerships**<br><br>Cultivates and sustains trust-based relationships and partnerships through transparent communication, integrity and mutual respect, fostering enduring collaboration and shared success.<br>• Demonstrates reliability and consistency in actions and communications, building trust through follow-up and accountability<br>• Actively listens to build rapport and understand the perspectives and needs of others, fostering empathy<br>• Proactively communicates openly and transparently, addressing concerns and resolving conflicts, to strengthen relationships | | | | X | X | X |
| **Consumer service**<br><br>Provides empathetic, attentive and clear assistance to meets consumer needs and enhance satisfaction.<br>• Promptly and compassionately seeks to understand consumer inquiries, concerns and needs<br>• Implements consumer-focused solutions<br>• Checks for consumer satisfaction | X | X | X | | |
| **Building a consumer service culture**<br><br>Ensures that the consumer perspective is a driving force behind business decisions; develops and implements service practices that meet consumer needs.<br>• Prioritises consumer feedback and incorporates it into decision-making processes to continuously improve services<br>• Empowers employees to resolve issues promptly and effectively<br>• Cultivates a consumer-centric mindset across all levels of the organisation through training, communication and recognition of exceptional consumer service | | | | X | X |

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| PEOPLE | | | | | |
|---|---|---|---|---|---|
| **Courageous conversations**<br><br>Engages in courageous conversations by fostering open, honest communication in addressing challenging or sensitive topics with empathy and respects.<br><br>• Initiates difficult conversations with empathy and respect, creating a safe space for open dialogue<br>• Expresses thoughts and feelings honestly and transparently, even when topics are uncomfortable or sensitive<br>• Enquires about and listens actively and non-judgementally to the others' views, thoughts and feelings, seeking to understand different perspectives and collaboratively find solutions | X | X | | | |
| **Managing accountability and performance**<br><br>Actively manages poor performance in the moment and through formal processes creating a culture of accountability<br><br>• Initiates difficult conversations with empathy and respect, creating a safe space for open dialogue<br>• Provides feedback in the moment<br>• Doesn't delay formal performance processes if required | | | X | X | |
| **Fostering an accountability culture and negotiation**<br><br>Directly addresses difficult topics and shows commitment to find mutually beneficial solutions through constructive dialogue.<br><br>• Engages in active listening, compassion and respect to understand different perspectives and concerns during discussions<br>• Addresses difficult topics transparently and sensitively even when uncomfortable and challenging<br>• Seeks win-win solutions through constructive dialogue, compromise and creative problem solving | | | | | X |
| **Coaching and developing others**<br><br>Guides others in developing and committing to an action plan for continuous growth and development in their current or future job.<br><br>• Facilitates regular coaching conversations to set development goals and track progress, creating a culture of continuous improvement and professional growth<br>• Provides guidance and feedback tailored to individual strengths and growth areas, fostering self-awareness and skill development<br>• Encourages autonomy and initiative while providing support and resources | | X | X | X | X |

| PEOPLE | | | | | |
|---|---|---|---|---|---|
| **Delegation and empowerment**<br><br>Builds capability by assigning tasks and decision-making responsibilities to individuals or teams, with clear boundaries, expectations, support and follow-up.<br><br>• Identifies opportunities to share responsibility and clearly communicates expectations when delegating tasks, ensuring clarity and alignment<br>• Provides support to empower individuals to take ownership of delegated tasks and make decisions<br>• Involves others in decision making and stays informed | | X | X | X | X |
| **Building and leading high performing teams**<br><br>Cultivates trust, autonomy and collaboration among team members to achieve shared goals<br><br>• Fosters a culture of trust and psychological safety supporting teams to feel comfortable expressing ideas<br>• Sets expectations and provides clear direction and goals, empowering team members to take ownership of their work<br>• Encourages open communication, collaboration and mutual support in the team to leverage diverse strengths and achieve collective success | | | X | | |
| **Growing and investing in talent (succession planning and talent management)**<br><br>Establishes processes to attract, engage, develop and retain talented employees; creates a work environment where people can achieve their full potential, enabling the organisation to meet current and future consumer needs.<br><br>• Determines talent gaps and recruits strategically<br>• Initiates succession planning strategies to develop internal talent<br>• Sets strategy to retain talented individuals and address their career goals | | | | X | X |

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## Operations – capability area

| OPERATIONS | Leading Self | Leading Others | Leading Teams | Leading Service/ Function | Leading Organisation |
|---|:---:|:---:|:---:|:---:|:---:|
| **Responsible for success**<br><br>Takes ownership of own actions and strives for success through initiative, persistence and collaboration.<br><br>• Sets specific and measurable goals for self<br>• Regularly reviews progress towards goals and adjusts as needed<br>• Accepts responsibility for own actions and decisions both successes and challenges, | X | | | | |
| **Aligning performance for success (including goal setting and planning) - people, operations, values**<br><br>Translates strategic priorities into operational reality; focuses and guides others in achieving work objectives.<br><br>• Collaboratively sets and communicates performance goals<br>• Creates accountability and establishes an environment where learning can grow, and team thrive<br>• Tracks and evaluates performance | | X | X | X | X |
| **Being open to change and continuous improvement**<br><br>Maintains effectiveness when experiencing changes; proactively identifies improvement opportunities, generates ideas and implements solutions.<br><br>• Adjusts and responds effectively to changes, challenges or new situations<br>• Identifies improvement opportunities and determines causes<br>• Shares ideas for solution and selects appropriate solutions<br>• Tests solutions, reviews impact and modifies as appropriate to ensure effectiveness | X | | | | |
| **Facilitating change and continuous improvement**<br><br>Fosters a culture of innovation, collaboration and reflective learning.<br><br>• Encourages others to think of different and innovative approaches<br>• Encourages a reflective and learning mindset to drive continuous improvement<br>• Facilitates the implementation and acceptance of change | | X | | | |

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| OPERATIONS | | | | | |
|---|---|---|---|---|---|
| **Leading change and continuous improvement**<br><br>Creates a culture that inspires people to generate new ideas and solutions; encourages an open-minded approach with new ways to solve problems.<br><br>• Identifies change opportunities and inspires others to embrace change<br>• Fosters a culture of open communication and collaboration to gather diverse perspectives and insights<br>• Models adaptability leading by example in embracing change | | | X | | |
| **Leading transformational change and innovation**<br><br>Inspires vision and empowers innovation and transformational change.<br><br>• Encourages a culture of curiosity to inspire new ideas and approaches<br>• Challenges current thinking and encourages a learning and growth mindset<br>• Empowers and supports cross-functional collaboration to support diverse perspectives in driving transformative initiatives | | | | X | X |
| **Organisational skills**<br><br>Effectively manages time and resources to ensure work is completed efficiently and effectively.<br><br>• Prioritises critical and important tasks<br>• Effectively allocates time to complete work<br>• Uses available resources to complete work effectively and stays focused | X | X | | | |
| **Planning and driving for results**<br><br>Ensures alignment with goal achievement through planning and collaborating with others and utilising resources effectively.<br><br>• Encourages team to be involved in the planning, development and achievement of goals<br>• Provides support and resources to enable team members to execute their tasks efficiently and effectively<br>• Regularly reviews progress as a team, celebrates successes and identifies challenges to keep the team motivated towards achieving results | | | X | | |

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| OPERATIONS | | | | | |
|---|:---:|:---:|:---:|:---:|:---:|
| **Strategic thinking and driving for results**<br><br>Sets goals, analyses the environment and executes decisive actions to achieve outcomes effectively.<br><br>• Sets clear, long-term objectives aligned with the organisation's strategy and values<br>• Analyses industry trends and internal capabilities to identify opportunities and risks<br>• Takes decisive action to achieve desired and sustainable outcomes | | | | X | |
| **Establishing strategic direction and oversight**<br><br>Establishes and commits to a long-term business direction based on an analysis of information and consideration of resources, financial drivers, and organisational values.<br><br>• Seeks perspectives, gathers and analyses information<br>• Determines strategic priorities<br>• Outlines strategic plan | | | | | X |
| **Business optimisation (risk, resources, finance)**<br><br>Continuously analyses data and processes to enhance efficiency and effectiveness.<br><br>• Regularly analyses data and performance metrics to identify areas for improvement and optimisation<br>• Streamlines processes and workflows to increase efficiency<br>• Explores new strategies and technologies that enhance effectiveness | | | X | | |
| **Business acumen (economic, finance, industry, risk)**<br><br>Uses economic, financial, industry and risk data to understand and improve business results; applies knowledge of major service functions and industry trends to contribute to effective business strategies.<br><br>• Analyses and integrates economic, financial, industry and risk data from multiple sources to identify critical business issues and anticipate their impact<br>• Understands interdependencies of business functions and the environment in which the organisation operates (trends, consumers, risks, etc)<br>• Uses understanding of business, industry and organisation to maximise results, limit risks and effectively lead service functions and the organisation. | | | | X | X |

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Peninsula Health is proudly inclusive.