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Insurance and Care NSW

# Professional Standards Framework

NSW Nominal Insurer & Treasury Managed Fund Workers Compensation – V5 March 2024

# Minimum Standards for Role Functions

**Minimum standards have been designed around the core role functions within and aligned to the icare claims service model.**

## Case Manager:

This function is responsible for most of the day-to-day management of claims. Role titles commonly used for this role include: Case Manager, Claims Advisor and Case Management Specialist. Case Managers have diverse portfolios, including low risk and complex claims. This role function encompasses all claim types, including niche portfolios such as Fatalities, Industrial Deafness (ID), Work Injury Damages (WID), Tail, Low Risk and Mobile Case Management.

## Team Leader:

This function is responsible for the operational planning using data and SME insight as required, to provide adequate workflow steerage, individual and team coaching, oversight and supervision of a team of claims professionals. Other roles may also report into this function at the discretion of the employing organisation.

## Technical:

This function is responsible as a point of escalation for technical claims decisions and also provides support, guidance, coaching and oversight of the application of the legislative and regulatory framework applicable.

## Injury Management:

This function is responsible as a point of escalation for decisions relating to treatment and return to work, and to provide support, guidance, coaching and oversight of recovery and return to work strategies and progress towards outcomes for claims managed within the team.

# Minimum Standards for Role Functions

**The Professional Standards Framework makes reference to injured workers and other stakeholders. These are:**

**Injured People:**

Those icare serves, being the people icare cares for as a result of injury or illness.

**Stakeholder:**

Those icare serves, being the businesses and agencies that icare provides services to or works with in providing services to injured workers.

# Structure of the Professional Standards Framework

icare has committed to a co-design approach with Claims Service Providers and has consulted regulators, its external advisory committee, and interjurisdictional counterparts to develop the structure of the Professional Standards Framework

| Our Commitment to Injured Workers | We Guide | We Understand | We Collaborate | We Help | We Value Time |
|---|---|---|---|---|---|

**Professional Standards**

| Positive Connections | Empowered Leadership | Holistic Case Management | Scheme Regulation | Bringing Best Self | Business Enablers |
|---|---|---|---|---|---|

Achieved through our Core Competencies and Proficiencies

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# Professional Standards Framework Focus

The Professional Standards encompass the practices, skills, knowledge and behaviours that are critical for claims management teams to promote professional growth and aspiration towards industry best practice.
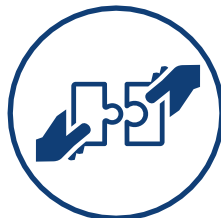
## Positive Connections

We collaborate and communicate openly to create positive experiences.

## Empowered Leadership

We inspire and empower others to maximise potential and achieve common goals.

## Holistic Case Management

We take a holistic approach to facilitate recovery and return to work.

## Scheme Regulation

We adhere and comply to the NSW workers compensation legislation, regulations, standards and guidelines.

## Bringing Best Self

We role model behaviours and mindsets that bring our best self to work, and we support others.

## Business Enablers

We apply the right skills, tools and resources to achieve timely and quality outcomes.

# Professional Standards Proficiency Levels

Each competency is divided into four levels of proficiency, which provides a pathway that progressively increases in complexity. For each level, the knowledge of the lower level(s) is assumed.

## Foundational

Understands and identifies the fundamental concepts and competencies in case management.

Identifies when support is required, particularly in regards to complex tasks.

## Intermediate

Applies the concepts and competencies in case management for complex situations.

Requires occasional support, particularly in regards to complex tasks.

## Advanced

Independently applies the concepts and competencies in case management with ability to influence others.
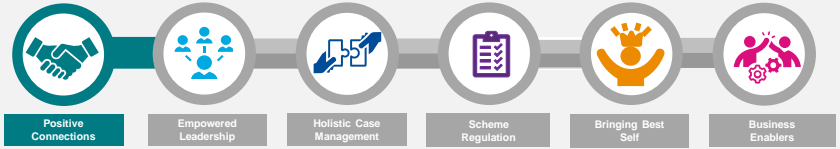
Supports and guides others.

## Expert

Applies concepts and ideas to respond to new and emerging situations, understands organisational issues and   trends and proactively devises strategies to mitigate impacts to ensure optimal recovery, return to work and business outcomes are achieved.

Coaches and guides others on the application of all competencies and is recognised as specialist in exercising the competencies.

Makes strategic decisions to support business objectives.

Positive
Connections

Empowered
Leadership

Holistic Case
Management

Scheme
Regulation

Bringing Best
Self

Business
Enablers

# Positive Connections

We collaborate and communicate openly to create positive experiences.

**Core Competencies:**

- Effective Communication
- Empowering People
- Engagement and Collaboration
- Conflict Resolution
- Ethical Conduct

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# Positive Connections

**We collaborate and communicate openly to create positive experiences.**

| | Effective Communication | Empowering People | Engagement and Collaboration | Conflict Resolution | Ethical Conduct |
|---|---|---|---|---|---|
| **Case Manager** | Foundational | Foundational * | Foundational | Foundational | Foundational |
| **Team Leader** | Advanced | Intermediate | Advanced | Advanced | Advanced |
| **Technical** | Intermediate | Foundational | Advanced | Advanced | Intermediate |
| **Injury Management** | Intermediate | Advanced | Advanced | Intermediate | Intermediate |

**\* Niche Case Manager roles excluded from demonstrating this core competency:** Fatalities, Industrial Deafness (ID), Low Risk, Tail Medical and Work Injury Damages (WID)

# Effective Communication

Communicates with honesty, openness, and transparency, in both verbal and written forms to build trusting, empathic partnerships and shared objectives.

| Foundational<br>Case Manager | Intermediate<br>Technical, Injury Management | Advanced<br>Team Leader | Expert (N/A) |
|---|---|---|---|
| Understands and provides accessibility services when required. | Applies verbal and non-verbal communication skills that positively affect relationships with injured people and other stakeholders | | |
| Communicates with empathy, clarity, fairness, and transparency, in both written and verbal communication to build trust and common objectives. | Adapts communication methods, styles, and frequency as necessary when approaching complexity to address the needs of different audiences. | Communicates with a clear understanding of the impact and key issues, and negotiates with influence whilst maintaining rapport and trust | |
| Uses communication skills such as active listening and plain language to deliver information and solutions clearly. | Understands and clearly communicates legislative requirements when communicating to injured people and other stakeholders allowing for transparency. | Evaluates own communication for appropriate language, clarity of information, consistency, and compliance. | |

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# Empowering People

Enable workers and employers to achieve successful recovery and return to work outcomes, through identification of their needs and sharing of information, tools, and resources.

| Foundational<br>Case Manager, Technical | Intermediate<br>Team Leader | Advanced<br>Injury Management | Expert |
|---|---|---|---|
| Identifies the suitable information, tools, resources, and services that support stakeholder decision making to optimise worker recovery and return to work outcomes.* | Provides access to suitable information, including understanding terms of health literacy, tools, resources, and services that improves decision making to optimise recovery and return to work outcomes. | Provides 1:1 internal support and broader coaching (when requested) on availability of suitable information, tools, resources, and services that improve decision making, optimise worker recovery and return to work outcomes. | |
| Identifies the needs of the injured person that will achieve successful recovery and return to work outcomes.^ | | | |

**\* Niche Case Manager roles excluded from demonstrating this core competency:** Fatalities, Industrial Deafness (ID), Low Risk, Tail Medical and WID (Work Injury Damages).

**^ Niche Case Manager roles excluded from demonstrating this core competency:** Fatalities

# Engagement and Collaboration

Build and manage effective partnerships through engagement and collaboration, to identify effective solutions and drive better outcomes for injured people.

| Foundational Case Manager | Intermediate | Advanced Team Leader, Technical, Injury Management | Expert |
|---|---|---|---|
| Understands the benefits of working in consultation and collaboration with injured people, and other stakeholders. | ∞ *Applies skills to work in consultation and collaboration with others in supporting colleagues, injured worker and other stakeholders.* | Fosters teamwork and collaboration to develop solutions and achieve outcomes for injured people. | |
| Understands the role of the injured person and employer as the 'customer', and the role of other stakeholders in the workers compensation system. | ∞ *Demonstrates and supports others in claim experience and technical knowledge to support the worker and employer as the 'customer', and the role of other stakeholder in the workers compensation system.* | Anticipates and supports injured worker and other stakeholder needs and expectations through the provision of technical knowledge. | |
| Understands the relevant legislation and regulatory guidelines pertaining to Worker's Compensation claim management. | ∞ *Demonstrates and supports others using their working knowledge of relevant legislation and regulatory guidelines pertaining to workers compensation claim management.* | Supports stakeholder interactions with injured people and other claim stakeholders to drive better claim outcomes in accordance with relevant legislation and regulatory guidelines. | |

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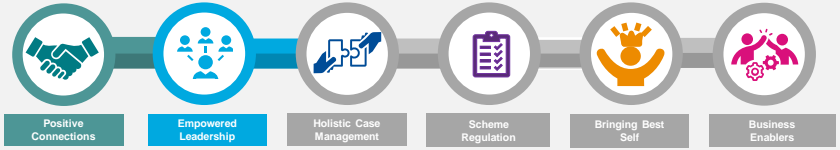Insurance and Care NSW

# Conflict Resolution

Identify, mitigate, and resolve conflict in a timely manner to improve outcomes for injured people and maintain positive working relationships by utilising conflict resolution process and guidelines.

| Foundational<br>Case Manager | Intermediate<br>Injury Management | Advanced<br>Team Leader, Technical | Expert |
|---|---|---|---|
| Understands the difference between a complaint, feedback, enquiry, dispute and litigation, and appropriate processes. | Understands the impact of own actions on relationships with injured people and identifies opportunities to improve those relationships. | Applies correct processes to mitigate, resolve and/or escalate conflicts in a timely manner to minimise impact on the injured person. | |
| Identifies the internal management, technical and legal referral processes to support conflict resolution. | Acknowledges issues of conflict and actively supports stakeholders in conflict resolution processes. | Applies regulatory timeframes to managing conflict and informs stakeholders of these. | |
| Understands the referral documentation and/or process that is to be used to escalate conflicts to internal teams. | Prepares objective and concise referral documentation to escalate conflicts to internal teams. | Prepares and when asked to do so, represents the business, with responding to conflicts referred to icare, the regulator or Independent Review Office (IRO). | |

# Ethical Conduct

Act with integrity and apply ethical decision making to protect injured people.

| Foundational Case Manager | Intermediate Technical, Injury Management | Advanced Team Leader | Expert |
|---|---|---|---|
| | Applies ethical decision making to comply with organisational policy, procedure, regulatory principles of practice and relevant legislation. | Promotes and models ethical decision making with workers, employers, colleagues, and other key stakeholders. | |
| Understands and identifies ethical situations that may impact on decision making. | Provides support for dealing with possible ethical issues that arise from legislative or regulatory application. | Anticipates and evaluates risks and impacts of ethical situations that may arise and develops effective strategies to manage this. | |

# Empowered Leadership

We inspire and empower others to maximise potential and achieve common goals.

**Core Competencies:**
- Coaching
- Driving Performance
- Managing Change

# Empowered Leadership

**We inspire and empower others to maximise potential and achieve common goals**.

| | Coaching | Driving Performance | Managing Change |
|---|---|---|---|
| **Case Manager** | Foundational | Foundational | Foundational |
| **Team Leader** | Advanced | Expert | Advanced |
| **Technical** | Intermediate | Intermediate | Intermediate |
| **Injury Management** | Intermediate | Intermediate | Intermediate |

# Coaching

Motivates self and others to set goals, develop capability and achieve performance outcomes through influence, feedback, and coaching.

| Foundational Case Manager | Intermediate Technical, Injury Management | Advanced Team Leader | Expert |
|---|---|---|---|
| Seeks feedback and guidance to develop self. | Offers support, provides constructive feedback, and drives knowledge exchange with a coaching mindset. | Builds claim management capability and contributes to the organisation's learning and development culture and growth. | |
| Demonstrates effective learning techniques such as active listening, effective questioning, an ability to overcome barriers when being coached and is solution focused. | Applies effective 1:1 and broader audience coaching techniques (when requested) such as active listening, effective questioning and is solution focused to support the professional development of others. | Utilises high level coaching techniques such as empathy, guidance and building trust to foster engagement with their team. Uses well defined goals to motivate and support their professional development. | |
| | Adapts the structure and delivery of information to support different audiences to achieve results and develop capability. | Identifies and develops talent and encourages, motivates and recognises their team to engage in setting goals, career planning and continuous learning. | |

# Driving Performance

Builds the skills and tools to think like a business leader, and to understand, set and execute the right strategies to drive continuous improvement, outcomes, and performance."

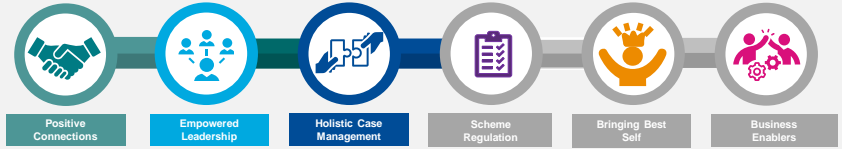| Foundational<br>Case Manager | Intermediate<br>Technical, Injury Management | Advanced | Expert<br>Team Leader |
|---|---|---|---|
| Understands own performance drivers and how they contribute to their performance and overall team goals. | Adheres to the Professional Standards Framework to drive shared scheme outcomes. | ∞ *Understands how to support teams by identifying connections between professional development goals, and organisational objectives.* | Sets team direction, goals, and objectives through inspiring purpose. |
| Understands and identifies opportunities for continuous improvement. | ∞ *Understands how to develop an improvement plan for others to drive continuous improvement.* | ∞ *Understands how to drive and execute improvement plans for a team.* | Contributes to an accountable and continuous improvement culture by seeking opportunities for improvement and performance outcomes. |
| Understands time management and ensures work allocation expectations are met. | ∞ *Understand how to apply the skills and experience of others to deliver injured person, team, and business objectives.* | ∞ *Understands how to develop, implement, and monitor appropriate team resourcing and work allocation according to need.* | Manages workforce planning and operational priorities to ensure appropriate allocation of time and other resources that support high optimal operational outcomes. |

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# Managing Change

Ability to lead, assess, prepare, and support the implementation of sustainable change by effectively managing impact and resistance.

| Foundational<br>Case Manager | Intermediate<br>Technical, Injury Management | Advanced<br>Team Leader | Expert |
|---|---|---|---|
| Recognises and understands the need for workplace and work activity changes. | Early adopter of change and assists others throughout the change management cycle. | Secures commitment to change and engages in effective communication during the change process. | |
| Identifies potential impacts of change and adapts by remaining flexible. | Deals with uncertainty and supports others in understanding the impacts of change, and the connection to business objectives. | Analyses change, determines impacts and manages resistance through mitigation techniques. | |

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# Holistic Case Management

We take a holistic approach to facilitate recovery and return to work.

**Core Competencies:**

- Medical Management
- Injury Management Planning
- Return to Work Planning
- Strategic Thinking and Risk Analysis

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# Holistic Case Management

We take a holistic approach to facilitate recovery and return to work.

| | Medical Management | Injury Management Planning | Return to Work Planning | Strategic Thinking and Risk Analysis |
|---|---|---|---|---|
| **Case Manager** | Foundational | Foundational ** | Foundational | Foundational # |
| **Team Leader** | Not Applicable | Not Applicable | Not Applicable | Intermediate |
| **Technical** | Not Applicable | Not Applicable | Not Applicable | Intermediate |
| **Injury Management** | Advanced | Expert | Advanced | Expert |

**# Niche Case Manager roles excluded from demonstrating this core competency:** Fatalities, Industrial Deafness (ID), Low Risk, Tail Medical and Work Injury Damages (WID)

**** Niche Case Manager roles excluded from demonstrating this competency**: Fatalities, Industrial Deafness (ID), Low Risk, Tail Medical, Mobile Case Manager and Work Injury Damages (WID)

# Medical Management

Interpret medical information, to make timely decisions on evidence-based treatment, facilitate recovery/return to work, and identify when to seek technical support and specialised information.

| Foundational<br>Case Manager | Intermediate | Advanced<br>Injury Management | Expert |
|---|---|---|---|
| Has basic knowledge of medical conditions common in workers compensation, functional impacts, symptoms, and prognosis to facilitate recovery/return to work.^ | ∞ *Applies knowledge of medical conditions, functional impacts, symptoms, and prognosis, to support recovery/return to work.* | Analyses the difference between symptoms, functional impacts, and work disability to determine the implications on recovery/return to work. | |
| | | Analyses the effectiveness of treatment in supporting injured person empowerment on their recovery/return to work outcomes. | |
| Understands the legislative requirements, Regulatory Guidelines and Standards of Practice used to determine timely requests for evidence based treatment. | ∞ *Applies knowledge of evidence-based treatment to make timely decisions on requests for treatment approval.* | Conducts fair and reasonable assessments of treatment requests for complex medical conditions, experimental treatment, and surgery requests. | |
| Seeks technical support, specialist information and guidance when required. | ∞ *Explores recovery and return to work options with treating professionals.* | | |

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# Injury Management Planning

Ability to utilise injury management planning as a collaborative and empowering communication tool, to facilitate positive and sustainable recovery and return to work outcomes.

| Foundational<br>Case Manager | Intermediate | Advanced | Expert<br>Injury Management |
|---|---|---|---|
| Develops timely, person-centric Injury Management Plans, with engagement from relevant stakeholders. ** | ∞ *Negotiates timely, person-centric Injury Management Plans with relevant stakeholders, to facilitate recovery/return to work outcomes.* | ∞ *Analyses the impact of collaborative, quality, timely and person-centric Injury Management Plans on recovery / return to work outcomes and worker empowerment.* | Guides and coaches others on the development of quality, timely, person-centric Injury Management Plans and the impact on stakeholders in relation to empowerment, recovery and return to work. |

**\*\* Niche Case Manager roles excluded from demonstrating this competency**: Fatalities, Industrial Deafness (ID), Low Risk, Tail Medical, Mobile Case Manager and Work Injury Damages (WID)

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# Return to Work Planning

Understand suitable and healthy work environments, including early intervention, to educate and facilitate beneficial and sustainable return to work outcomes.

| Foundational<br>Case Manager | Intermediate | Advanced<br>Injury Management | Expert |
|---|---|---|---|
| Understands the benefits of injured people having suitable employment in a healthy work environment. Including the benefits of early intervention and recovery at work to support suitable and sustainable return to work plans. * | ∞ *Applies understanding of the benefits to injured people having suitable employment in a healthy work environment, including early intervention and employer engagement to support recovery at work and suitable and sustainable return to work plans* | Promotes to internal and external stakeholders the benefits to injured people having suitable work, healthy work environments, early intervention, and recovery at work to support suitable and sustainable return to work. | |
| Identifies opportunities for suitable return to work. * | ∞ *Facilitates suitable return to work, seeking workplace rehabilitation support to achieve clear, agreed return to work goals when required.* | Analyses and assesses the efficacy of workplace rehabilitation services to achieve value based return to work outcomes. | |

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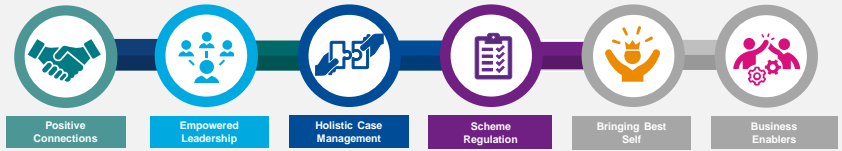
# Strategic Thinking and Risk Analysis

Develop an appropriate claims management strategy that routinely recognises bio-psychosocial factors and risks, to determine injured person needs and ensure workers are aligned with appropriate services.

| Foundational<br>Case Manager | Intermediate<br>Team Leader, Technical | Advanced | Expert<br>Injury Management |
|---|---|---|---|
| Identifies bio-psychosocial factors and risks that impact recovery/return to work goals and seeks technical support, information and guidance when required. # | ∞ *Understands the impact of bio-psychosocial factors and the risks they have on recovery/return to work goals and develops appropriate claims strategies as needed.* | ∞ *Understands the impact of bio-psychosocial factors and the risks they have on recovery/return to work goals, to develop, revise and support the implementation of appropriate claims strategies as needed.* | Guides and coaches others on analysing claim and bio-psychosocial factors to develop effective strategies for positive recovery and return to work goals. |
| Understands the concept and purpose of initial and ongoing claims triage. ^ | Determines the factors and variables that influence risk factors during initial and ongoing triage, to confirm the claim is aligned with eligible services. | ∞ *Guides team on the initial and ongoing triage approach, to align the needs of injured people with appropriate support and services to improve claim management efficacy.* | Guides and coaches others based on the initial and ongoing triage approach, to align the needs of injured people with appropriate support and services and improve claim management efficacy. |

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**^ Niche Case Manager roles excluded from demonstrating this core competency:** Fatalities

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# Scheme Regulation

**We adhere and comply to workers compensation legislation, regulations, standards and guidelines.**

**Core Competencies:**

- Legislation and Compliance
- Eligibility and Liability
- Weekly Benefits and Entitlements
- Documentation and Records Management

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# Scheme Regulation

**We adhere and comply to workers compensation legislation, regulations, standards and guidelines.**

| | Legislation and Compliance | Eligibility and Liability | Weekly Benefits and Entitlements | Documentation and Records Management |
|---|---|---|---|---|
| **Case Manager** | Foundational | Foundational | Foundational ^ ^^ | Foundational |
| **Team Leader** | Intermediate | Foundational | Not Applicable | Advanced |
| **Technical** | Advanced | Advanced | Advanced | Advanced |
| **Injury Management** | Intermediate | Intermediate | Not Applicable | Advanced |

**^ Niche Case Manager roles excluded from demonstrating this core competency:** Industrial Deafness (ID), Tail Medical and Work Injury Damages (WID)

**^^ Niche Case Manager roles excluded from the second Foundational statement only:** Low Risk, Tail Medical and Mobile Case Manager

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# Legislation and Compliance

Knowledge of legislation as applied to Workers Compensation, administrative law, and the compliance requirements established by icare, the Regulator and the Claims Service Provider or Agent.

| Foundational<br>Case Manager | Intermediate<br>Team Leader, Injury Management | Advanced<br>Technical | Expert |
|---|---|---|---|
| Identifies the correct workers compensation acts and other relevant legislation, compliance, and regulatory standards of practice relevant to claims management. | Applies workers compensation legislation and compliance accurately and complies to and within delegated authority. | Provides 1:1 internal support and broader coaching (when requested) on compliance issues (including compliance with delegated authority), legislative, regulatory and technical issues such as privacy or information security law or fraud. | |
| Understands legislation regarding obtaining and sharing of information under privacy, security information law and fraud. | Applies and discusses the correct privacy, information security laws, processes and fraud with stakeholders. | | |
| Seeks technical support and guidance where needed. | | | |

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# Eligibility and Liability

Knowledge and skills to make decisions in alignment with claim eligibility and enact liability decisions on new, ongoing and recurrent claims, in accordance with relevant policies, workers compensation legislation and industry standards

| Foundational<br>Case Manager, Team Leader | Intermediate<br>Injury Management | Advanced<br>Technical | Expert |
|---|---|---|---|
| Understands medical and factual information and how to make evidence based, timely and sound eligibility and liability decisions in accordance with relevant legislation and regulatory requirements, and understands the impact of decisions on injured people, inclusive of those with psychological injuries. | Interprets medical and factual information to make evidence based, timely and sound eligibility and liability decisions in accordance with relevant legislation guidelines, and understands the impact of decisions on injured people, inclusive of those with psychological injuries. | Provides 1:1 internal support and broader coaching (when requested) on gaps and inconsistencies in information and on complex application of case law to enable evidence-based, timely and sound eligibility and liability decisions in accordance with relevant legislation. |  |

# Weekly Benefits and Entitlements

Understanding of how weekly benefits, Work Capacity Decisions and other payments and entitlements are calculated according Workers Compensation regulations and legislation

| Foundational<br>Case Manager | Intermediate | Advanced<br>Technical | Expert |
|---|---|---|---|
| Obtains the information required to calculate weekly benefits, including changes to benefits as needed (e.g. Pre-Injury Average Weekly Earnings (PIAWE), Average Weekly Earnings (AWE), Current Weekly Wage Rate (CWWR), Work Capacity Decisions). ^ | ∞ *Calculates weekly benefits, including changes to benefits as needed (PIAWE, AWE, CWWR, Work Capacity Decisions) in line with legislative requirements, Regulatory Guidelines, Standards of Practice, and organisational procedures, on complex claims.* | Reviews and approves complex weekly benefit calculations, including changes to benefits as needed (PIAWE, AWE, CWWR, Work Capacity decisions) that include multiple components. | |
| Understands the relevant legislation and Regulatory Guidelines that relate to permanent impairment entitlements. ^^ | ∞ *Applies the relevant legislation and Regulatory Guidelines to assess and calculate non-complex permanent impairment entitlements, and other benefits throughout the life cycle of a claim.* | | |

**^ Niche Case Manager roles excluded from demonstrating this core competency:** Industrial Deafness (ID), Tail Medical CM, Mobile Case Manager and Work Injury Damages (WID)

**^^ Niche Case Manager roles excluded from the second Foundational statement only** : Low Risk, Tail Medical CM and Mobile Case Managers

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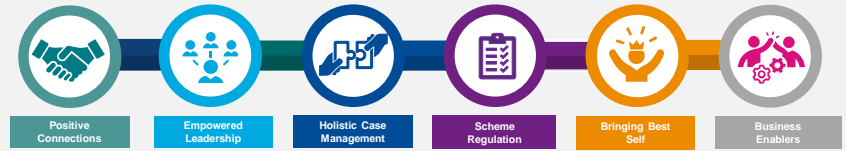
# Documentation and Records Management

Record, maintain and update information and communications which are timely, objective, accurate and succinct to ensure data integrity.

| Foundational<br>Case Manager | Intermediate | Advanced<br>Team Leader, Technical, Injury Management | Expert |
|---|---|---|---|
| Documents appropriate evidence-based recovery/ return to work goals and timeframes clearly and succinctly in line with compliance requirements. * | ∞ *Records and distributes claims information in accordance with organisational and legislative requirements by using relevant systems to keep information and claim data accurate and up to date.* | Provides 1:1 internal and broader support (when requested) to guide and coach others on documentation guidelines, risks and implications for not keeping accurate and complete records. | |
| Understands the implications of maintaining the confidentiality, accuracy and security of information and data fields, including prompt update of information/data as worker circumstances change. | ∞ *Adheres to privacy and consent obligations whilst maintaining confidentiality, accuracy and security of information and data fields when completing prompt update of information/data as worker circumstances change.* | Interprets, analyses and records relevant claims data and identifies strategies to support peers in a range of challenging situations. | |

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# Bringing Best Self

We role model behaviours and mindsets that bring our best self to work and we support others.

**Core Competencies:**

- Manage Self
- Sound Judgement
- Accountability
- Diversity and Inclusion

# Bringing Best Self

**We role model behaviours and mindsets that bring our best self to work, and we support others.**

|  | Manage Self | Sound Judgement | Accountability | Diversity and Inclusion |
|---|---|---|---|---|
| **Case Manager** | Foundational | Foundational | Intermediate | Foundational |
| **Team Leader** | Advanced | Advanced | Expert | Advanced |
| **Technical** | Intermediate | Advanced | Advanced | Intermediate |
| **Injury Management** | Intermediate | Advanced | Advanced | Intermediate |

# Manage Self

Develops a growth mindset and resilience by embracing challenges as opportunities, demonstrating initiative and perseverance.

| Foundational<br>Case Manager | Intermediate<br>Technical, Injury Management | Advanced<br>Team Leader | Expert |
|---|---|---|---|
| Shows drive and motivation with a commitment to professional development and continuous learning by seeking support and feedback. | Reflects on feedback and works with leader/manager to identify development opportunities. | Embraces challenges as opportunities for growth by demonstrating initiative to achieve objectives even in difficult circumstances. | |
| Recognises barriers and obstacles and displays persistence to adapt to new situations demonstrating flexibility and adaptability. | Demonstrates initiative to identify solutions and overcome barriers. | Embraces innovation and change by recovering from setback and actively finding alternate solutions. | |
| Monitors own emotional reactions and understands strategies that can be used to remain calm. | Displays a positive outlook in challenging situations and responds in a flexible, positive manner to change. | Uses a range of strategies to remain composed and calm and act as a stabilising influence on colleagues. | |

# Sound Judgement

Evaluating situations or circumstances with objectivity, fairness, and reason to form considered decisions.

| Foundational<br>Case Manager | Intermediate | Advanced<br>Team Leader, Technical, Injury Management | Expert |
|---|---|---|---|
| Understands the principles of fair and reasonable treatment of injured worker. ^ | ∞ *Applies the principles of fair and reasonable treatment of injured worker and provides others with 1:1 support when requested.* | Provides 1:1 internal and broader support (when requested) to guide and coach others on the principles of procedural fairness. | |
| Understands the relevant legislation, regulatory requirements, and commitments to injured workers, including those outlined by the Professional Standards Framework, to support fair and objective treatment of injured worker. | | | |
| ∞ *Understands how to conduct a claim review and the principles of sound decision making.* | ∞ *Understands how to conduct a claim analysis and determines whether the principles of sound decision making have been applied.* | When undertaking claim reviews, applies objective and systematic analysis to form conclusions based on evidence and is aware of assumptions and unconscious bias when weighing options to make sound decisions under pressure. | |

∞ This symbol represents a GAP in proficiency requirements, meaning there are no roles currently mapped to that proficiency level. Whilst not mapped to a role, these descriptors provide stepping stone competencies to help an aspiring proficiency role to transition into the experienced proficiency role. ^ **Niche Case Manager roles excluded from demonstrating this core competency:** Fatalities

# Accountability

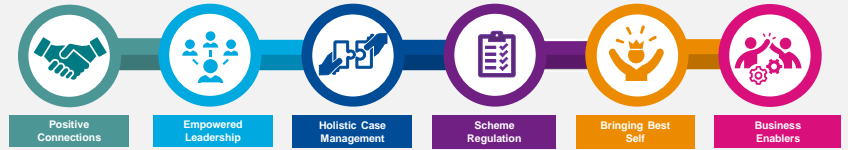Taking responsibility of one's actions by being accountable, responsible, and responsive

| Foundational | Intermediate<br>Case Manager | Advanced<br>Technical, Injury Management | Expert<br>Team Leader |
|---|---|---|---|
| | Takes accountability for development opportunities, seeking professional growth and development | Recognises success and takes corrective action in response to identified opportunities for professional development. | Accepts accountability for identified self and team professional development opportunities, and takes corrective action in a timely manner. |
| | Follows through with commitments and encourages others to do the same by managing work and timeframes to achieve results. | | |

# Diversity and Inclusion

Behaving in a manner that makes injured person and others feel comfortable, respected, and valued.

| Foundational<br>Case Manager | Intermediate<br>Technical, Injury Management | Advanced<br>Team Leader | Expert |
|---|---|---|---|
| Shows respect for diverse backgrounds, experiences and perspectives and is open to diverse thinking, opinion and ideas of others. | Uses language and concepts appropriate to social, economic, cultural, gender and physical differences to make others feel comfortable, respected and valued. | Promotes inclusive behaviours by role modelling a person-focused culture that considers the diversity of injured worker. | |

Positive Connections

Empowered Leadership

Holistic Case Management

Scheme Regulation

Bringing Best Self

Business Enablers

# Business Enablers

We apply the right skills, tools and resources to achieve timely and quality outcomes.

**Core Competencies:**

- Financial Acumen
- Digital Literacy
- Portfolio Management

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# Business Enablers

We apply the right skills, tools and resources to achieve timely and quality outcomes.

| | Financial Acumen | Digital Literacy | Portfolio Management |
|---|---|---|---|
| **Case Manager** | Foundational | Foundational | Foundational |
| **Team Leader** | Advanced | Intermediate | Advanced |
| **Technical** | Advanced | Intermediate | Intermediate |
| **Injury Management** | Intermediate | Intermediate | Intermediate |

# Financial Acumen

Understanding of financial requirements and cost drivers of Workers Compensation to support scheme sustainability.

| Foundational Case Manager | Intermediate Injury Management | Advanced Team Leader, Technical | Expert |
|---|---|---|---|
| Understands how claim costs may impact scheme sustainability. | Understands the claim costs, risk factors and implications on scheme sustainability. | | |
| Recognises the different types of recoveries and where there is a potential recovery on a claim. | Identifies claims with recovery opportunities and notifies appropriate stakeholders when there is a potential recovery on a claim to instigate the recovery process. | Identifies recovery opportunities and applies timely referral to instigate the recovery process. | |
| Understands the relevant guidelines, regulations, and gazetted payment rates to approve invoices on claims in a timely manner. | Independently applies knowledge of invoices to approve accurate and timely payments. | Provides 1:1 internal and broader support  (when requested) to guide and coach others on how to negotiate a solution and/or resolve complex or sensitive issues related to invoice approvals. | |

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# Digital Literacy

Uses information in multiple formats and from a range of sources to obtain, manage, create, and communicate data, information, and ideas for effective claims management.

| Foundational<br>Case Manager | Intermediate<br>Team Leader, Technical, Injury Management | Advanced | Expert |
|---|---|---|---|
| Understands various types of communication and collaboration strategies, tools and digital formats. | Demonstrates initiative to use various types of communication, systems, and platforms to access data, information, and content in digital platforms. | | |
| Identifies different sources of data, information and digital content. | Compares the credibility and reliability of sources of data, information and digital content. | | |

# Portfolio Management

Prioritise, plan, and manage workload, and ensure the appropriate allocation of time and other resources to achieve high quality outcomes and resolve critical issues.

| Foundational<br>Case Manager | Intermediate<br>Technical, Injury Management | Advanced<br>Team Leader | Expert |
|---|---|---|---|
| Plans own time and work to meet business requirements, targets and timeframes with an expected workload. | Prioritises and organises own time and work with relatively higher than expected workload and communicates to those affected if plans cannot be met. | Makes decisions and prioritises work demands considering and balancing the impacts on the business, injured worker expectations, regulatory requirements and commercial considerations. | |
| Ability to use tools and techniques to plan and organise time and work more effectively. | Reviews existing ways of planning and prioritising work to find more efficient ways of working. | Provides 1:1 internal support and broader coaching (when requested) to utilise tools and techniques to prioritise, plan and manage work to achieve high quality outcomes. | |
| Identifies when urgent action is required to resolve critical issues. | Initiates appropriate urgent action to resolve issues when required. | Guides others to take appropriate urgent action to resolve issues. | |

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# Contact Us

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