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**icare**<sup>TM</sup>

Insurance and Care NSW

Professional Standards Framework

NSW Nominal Insurer & Treasury Managed Fund

Workers Compensation

November 2021 V.1.1

An aerial photograph of the Sydney Opera House and the surrounding city skyline. The Opera House is on the left, with its distinctive white, shell-like roof. The water of the harbor is in the foreground, with several boats. The city buildings are visible in the background, extending to the right.

**icare**<sup>™</sup>  
Insurance and Care NSW

**Professional Standards Framework  
NSW Nominal Insurer & Treasury Managed Fund  
Workers Compensation**

November 2021

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### Who are we

We provide insurance and care to the people, businesses and communities of NSW. We act for, administer and provide services to a range of government insurance and care schemes, including Workers Insurance, Insurance for NSW, Lifetime Care and Support, Dust Diseases Care, Home Building Compensation and Sporting Injuries.

### What we do

- We insure over 310,000 public and private sector employers in NSW and their 4 million employees.
- We support over 1,300 people who have been severely injured on NSW roads.
- Our Dust Disease Care Scheme provides comprehensive medical care and financial assistance for 4,500 people affected by work-related dust diseases.
- We insure nearly 17 billion dollars' worth of building and renovation works annually.
- We help protect and insure the states' most important assets such as our schools and hospitals along with the Sydney Harbour Bridge and the Opera House.
- We provide sporting injuries insurance and care services for 125 sports organisations across NSW.

### How we do it

We partner with our Claims Service Providers to ensure a high standard of service is provided to workers and employers. The icare Professional Standards Framework reflects our joint commitment to ensure NSW workers and employers have adequate workers' compensation and return to work support.

## icare is committed to developing the skills and knowledge of claims management professionals

The Professional Standards Framework for NSW Nominal Insurer and Treasury Managed Fund Workers Compensation sets out the practices, skills, knowledge and behaviours required by our claims management teams on entry to the industry and throughout their career. It has been designed to help guide consistent decision making and provide high standards of service for our workers and employers. Overtime, as our needs evolve, so will the need to enhance and refine our Professional Standards.

It outlines the standards to support building and maintaining competence, promoting career progression and fostering a learning and development culture.

The Professional Standards Framework details the:

- core competencies within each standard,
- proficiency levels for each core competency,
- expected minimum skills and knowledge.

This enables claims management professionals to evaluate the competencies required for their role.

**PART A:**

**PROFESSIONAL STANDARDS FRAMEWORK**

## Principles, Standards, Competencies and Proficiencies

The structure of the Professional Standards Framework includes a hierarchy of Principles, Standards, Competencies and Proficiencies.

There are six (6) **Customer Service Principles** that overarching the standards and competencies, to foster consistent behaviour and service delivery.

The six (6) **Professional Standards** outline the practices, skills, knowledge, and behaviours claims management professionals must demonstrate to be successful within Workers Compensation. The standards are achieved through uplifting capability within the **Core Competencies and Proficiencies**.



# Our Customer Service Principles

Our Customer Service Principles overarch the Professional Standards Framework, to foster consistent behaviour and service delivery. The Principles have been designed to guide expectations on the way we service our workers, employers and stakeholders across NSW. These principles are currently being tested with industry in a 'have your say' process and will remain until further feedback is received.

## Integrity and Compliance

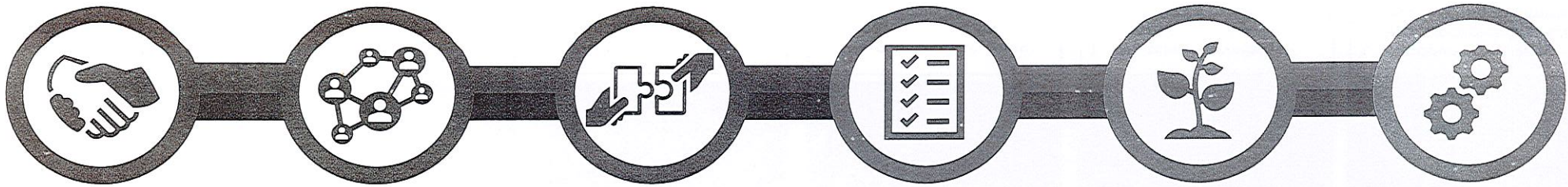
We are compliant with the legislative and regulatory framework and always act with integrity.

<p><b>We communicate and educate</b> so that our customers have the information they need, when they need it</p>	<p><b>We tailor our services</b> so that our customers receive services that meet their individual needs</p>	<p><b>We are accountable, consultative and transparent</b> so our customers feel heard, understood, and consulted</p>	<p><b>We are considerate in our approach</b> so that all customers have their needs and situation accounted for</p>	<p><b>We are fair, effective, and efficient</b> so that our customers feel that decisions are just, timely, and effective</p>	<p><b>We make it easy</b> so that our customers feel supported and that their time is respected</p>
<ol style="list-style-type: none"> <li>1. We communicate with employers and workers from the onset and regularly throughout the claim.</li> <li>2. We actively promote the benefits of recovery at work and return to work.</li> <li>3. We ensure we provide information at the right time in ways which are useful and accessible to the audience.</li> </ol>	<ol style="list-style-type: none"> <li>1. We differentiate our approach to claims management based on the needs of the employer and worker.</li> <li>2. We are responsive to changes in customers needs and can adapt quickly.</li> </ol>	<ol style="list-style-type: none"> <li>1. We are honest and transparent in every interaction.</li> <li>2. We consult with employers and workers early and regularly throughout the life of the claim.</li> <li>3. We collaborate with the worker, employer and other stakeholders to facilitate recovery at work and return to work whenever possible.</li> </ol>	<ol style="list-style-type: none"> <li>1. We consider the unique needs, context, and relationship of the employer and worker in the management of the claim.</li> <li>2. We account for the worker's bio-medical, social, and psychological factors in the management of the claim.</li> </ol>	<ol style="list-style-type: none"> <li>1. We take all available information into account to make sound evidence based decisions.</li> <li>2. We communicate progress with decision making as well as the outcome.</li> <li>3. We provide clear escalation pathways when things go wrong and we resolve concerns quickly.</li> </ol>	<ol style="list-style-type: none"> <li>1. We develop systems and processes that are intuitive and minimise scope for error.</li> <li>2. We set clear expectations and we keep you updated.</li> <li>3. We anticipate needs and quickly take action when needed.</li> </ol>



# Our Professional Standards

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.



## 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.

# Our Core Competencies

The Professional Standards will be achieved through meeting our Core Competencies.

 <b>Positive Connections</b>	Effective Communication	Empowering Customers	Engagement and Collaboration	Conflict Resolution	Ethical Conduct
 <b>Empowered Leadership</b>	Coaching	Driving Performance	Managing Change		
 <b>Holistic Case Management</b>	Medical Management	Injury Management Planning	Return to Work Planning	Strategic Thinking and Risk Analysis	
 <b>Scheme Regulation</b>	Legislation and Compliance	Eligibility and Liability	Weekly Benefits and Entitlements	Documentation and Records Management	
 <b>Bringing Best Self</b>	Manage Self	Sound Judgement	Accountability	Diversity and Inclusion	
 <b>Business Enablers</b>	Financial Acumen	Digital Literacy	Portfolio Management		

# Our 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

Applies the fundamentals and understanding of the 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.

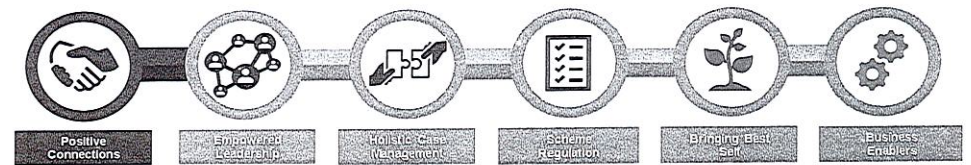
## Expert

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 customer 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.

**PART B:  
DETAILED VIEW OF CORE COMPETENCIES  
AND PROFICIENCIES**



## Positive Connections

We collaborate and communicate openly to create positive experiences

### Core Competencies:

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



## Effective Communication

Communicates with honesty, openness, and transparency, in both verbal and written forms, to build trusting and empathetic partnerships in a timely manner.

Foundational	Intermediate	Advanced	Expert
<p>Uses proactive, timely and appropriate communication to build rapport and trust with customers.</p> <p>Communicates with empathy, clarity, fairness and transparency, in both written and verbal communication, to build trust and gain commitment to claim goals and actions.</p> <p>Applies active listening, questioning techniques and plain language to ensure clarity and unambiguous delivery and comprehension of information.</p> <p>Understands and provides accessibility services when required.</p>	<p>Adapts communication method and style as necessary to respond to the expectations and needs of different audiences, that's easy to understand.</p> <p>Tailors communication frequency and method when there are changes to the prior communication arrangements.</p> <p>Integrates an understanding of verbal with non-verbal communication skills that positively affects customer relationships.</p>	<p>Approaches complexity with a clear understanding of the impact, key issues and negotiates with influence whilst maintaining rapport and trust.</p> <p>Guides and coaches others on timely communication with consideration to legislative requirements.</p> <p>Evaluates own communication for appropriate language, clarity of information, consistency and compliance.</p>	<p>Guides and coaches others on opportunities to listen to customers and other stakeholders whose input add value.</p> <p>Evaluates own and teams' communication to enhance customer and other stakeholder interactions.</p>



## Empowering Customers

Enable workers and employers (customer) to make their own decisions and achieve successful recovery and return to work outcomes, through identification of customer needs and sharing of information, tools and resources.

Foundational	Intermediate	Advanced	Expert
<p>Encourages worker and employer participation and decision making regarding their recovery and return to work.</p>	<p>Provides access to suitable information, tools, resources and services that improves customer decision making to optimise worker recovery and return to work outcomes.</p>	<p>Promotes a worker's health literacy and beliefs in their own abilities, to foster worker independence and empowerment.</p>	<p>Approaches customer interactions with an understanding of workers and employers strengths to optimise the worker's functional and psychosocial independence.</p>



## Engagement and Collaboration

Build and manage effective partnerships through education and collaboration, to identify effective solutions and drive better customer outcomes.

Foundational	Intermediate	Advanced	Expert
<p>Understands the role of the worker and employer as the 'customer', and the role of other stakeholders in the workers compensation system to build open partnerships.</p> <p>Understands the benefits of working in consultation and collaboration with customers, and other stakeholders to achieve customer outcomes.</p>	<p>Applies knowledge of customer and other stakeholder roles and expectations to develop open, honest and transparent partnerships.</p> <p>Uses consultation, collaboration and education to generate responses and solutions to meet customer needs.</p>	<p>Anticipates and is responsive to customer and other stakeholder needs and expectations.</p> <p>Fosters teamwork and collaboration to develop customer solutions.</p>	<p>Guides and coaches others on opportunities to engage with customers and other stakeholders, and build positive partnerships.</p> <p>Evaluates the teams' interactions with customers and other stakeholders to drive better claim outcomes in accordance with legislation and guidelines.</p>





## Conflict Resolution

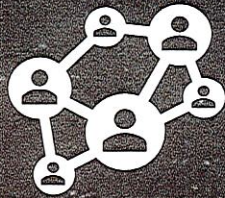
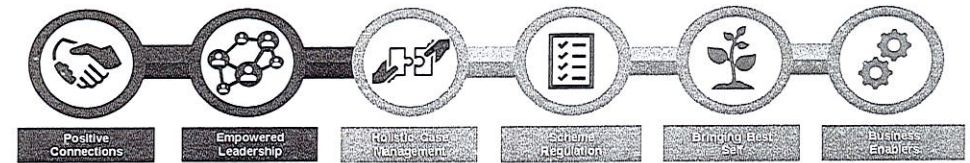
Identify, prevent and resolve conflict in a timely manner to improve customer outcomes and maintain positive working relationships through effective communication.

Foundational	Intermediate	Advanced	Expert
<p>Understands the difference between a complaint, feedback, enquiry, dispute and litigation, and appropriate processes.</p> <p>Understands the impact of own actions on customer relationships and identifies opportunities to improve customer relationships.</p> <p>Applies the technical timescales to managing conflict and informs customers of these.</p> <p>Identifies the internal management, technical and legal bodies that can assist with resolving conflict.</p>	<p>Acknowledges and resolves conflict to reach mutually beneficial solutions.</p> <p>Maintains effective relationships with customers while resolving conflict.</p> <p>Applies correct processes to resolve and/or escalate conflicts in a timely manner to minimise impact on the customer.</p> <p>Prepares objective and concise referral documentation to escalate conflicts to internal teams.</p>	<p>Guides and coaches teams so that they are empowered to resolve customer conflicts within organisational guidelines and standards, whilst maintaining customer-focussed claims management.</p> <p>Proactively seeks customer feedback using various tools and channels, and follows up on this feedback.</p>	<p>Evaluates the conflict resolution processes and outcomes to improve the customer experience in reaching mutually agreeable solutions.</p> <p>Prepares and represents the business with responding to conflicts referred to icare, SIRA or IRO.</p>



Act with integrity and apply ethical decision making to protect workers.

Foundational	Intermediate	Advanced	Expert
<p>Understands and identifies factors that impact on ethical decision-making.</p> <p>Identifies when ethical issues may arise, and develops strategies for dealing with possible scenarios.</p>	<p>Applies ethical decision making to comply with organisational policy, procedure, SIRA principles of practice and relevant legislation.</p> <p>Applies reasonable course of action when confronted with ethical dilemmas, and considers the best interests of all parties.</p>	<p>Promotes ethical decision making with workers, employers, colleagues and other key stakeholders.</p> <p>Identifies risks and impact of ethical scenarios, and takes action to mitigate harm to others.</p> <p>Models high standards of ethical and professional behaviour and reinforce their use.</p>	<p>Evaluates the outcome of ethical decision making to determine consequences for the team, affected parties and the organisation.</p> <p>Evaluates outcome of responses to ethical situations for the team and affected parties, to guide appropriate courses of action to resolve future issues.</p> <p>Considers the common good of the community being served.</p>



# Empowered Leadership

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

**Core Competencies:**

- Coaching
- Driving Performance
- Managing Change



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

Foundational	Intermediate	Advanced	Expert
Offers support, provides constructive feedback and drives knowledge exchange with a coaching mindset.	<p>Understands effective coaching techniques.</p> <p>Develops self and guides others using active listening, effective questioning, solution focus and ability to overcome barriers.</p> <p>Overcomes objections and improves self-awareness of what works and what doesn't.</p>	<p>Applies effective coaching techniques to develop others.</p> <p>Establishes trusting relationships to influence growth and development.</p> <p>Identifies key behaviours and influencing tactics for different audiences to structure and deliver tailored information persuasively to achieve results.</p>	<p>Identifies and develops talent and encourages and motivates people to engage in setting goals, career planning and continuous learning.</p> <p>Builds claims capability and responsiveness by inspiring a culture of coaching and growth.</p>



## Driving Performance

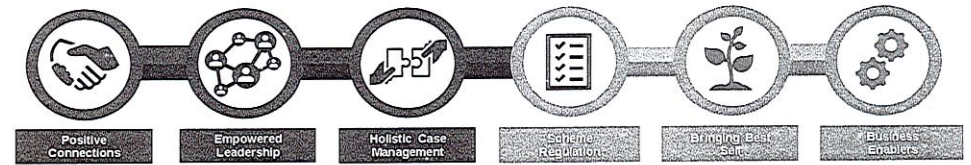
Builds the skills and tools to think more like a leader of the business and to understand, set and execute the right strategies to drive continuous improvement, outcomes and performance.

Foundational	Intermediate	Advanced	Expert
<p>Understands and adheres to the key performance indicators to drive scheme outcomes.</p> <p>Understands and identifies opportunities for continuous improvement.</p> <p>Understands the fundamentals of team resource management and work allocation.</p>	<p>Understands performance drivers and how they contribute to positive outcomes.</p> <p>Identifies and effectively plans how best to drive continuous improvement.</p> <p>Understands how to use the skills and experience of others to deliver customer, team and business objectives.</p>	<p>Supports teams to identify connections between performance, goals and organisational objectives.</p> <p>Drives and executes improvement plans for the team.</p> <p>Develops, implements and monitors appropriate team resourcing and work allocation according to need.</p>	<p>Sets team direction, goals and objectives through inspiring purpose.</p> <p>Creates a culture that seeks opportunities for continuous improvement and better performance outcomes for the scheme.</p> <p>Manages workforce planning and operational priorities to ensure the appropriate allocation of time and other resources to achieve high quality outcomes.</p>



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

Foundational	Intermediate	Advanced	Expert
<p>Recognises and understands the constant nature and need for operational change.</p> <p>Identifies potential impacts of change and adapts by remaining flexible.</p>	<p>Deals with uncertainty and supports others in understanding the impacts of change, and connection to business objectives.</p> <p>Early adopter of change and assists others throughout the change management cycle.</p>	<p>Secures commitment to change and engages in effective communication during the change process.</p> <p>Analyses change, determines impacts and manages resistance through mitigation techniques.</p> <p>Champions a culture of change to ensure ongoing embedment and reinforcement.</p>	<p>Defines high level objectives to drive a change agenda, and translates into practical implementation strategies.</p> <p>Implements operational change, aligned to business objectives.</p> <p>Fosters a culture of change to ensure ongoing embedment and reinforcement.</p>



# 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



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	Intermediate	Advanced	Expert
<p>Understands and demonstrates knowledge of medical conditions common in workers compensation, functional impacts, symptoms and prognosis to facilitate recovery/return to work.</p> <p>Determines timely requests for evidence-based treatment in line with legislative requirements, SIRA Guidelines and Standards of Practice.</p> <p>Seeks technical support, specialist information and guidance when required.</p>	<p>Applies knowledge of medical conditions, functional impacts, symptoms and prognosis, to facilitate recovery/return to work.</p> <p>Applies knowledge of evidence-based treatment to make timely decisions on requests for treatment approval.</p>	<p>Analyses the difference between symptoms, functional impacts and work disability to determine implications for workers' recovery/return to work.</p> <p>Analyses the effectiveness of treatment in supporting customer empowerment on their recovery/return to work outcomes.</p> <p>Assesses the reasonableness of treatment requests for complex medical conditions, experimental treatment and surgery requests.</p> <p>Explores recovery and return to work options with treating professionals.</p>	<p>Evaluates inconsistencies and gaps in relation to medical conditions, functional impacts, symptoms and prognosis to influence recovery/return to work solutions consistent with evidence-based practice.</p> <p>Guides and coaches others on evaluating and managing treatment requests and medical costs.</p>





## 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	Intermediate	Advanced	Expert
<p>Develops timely, customer-centric Injury Management Plans, with recent engagement from relevant stakeholders.</p>	<p>Negotiates timely, customer-centric Injury Management Plans with relevant stakeholders, to facilitate recovery/return to work outcomes.</p>	<p>Analyses the impact of collaborative, timely and quality Injury Management Plans on recovery/return to work outcomes and worker empowerment.</p>	<p>Guides and coaches others on the development of quality and timely Injury Management Plans, and the impact on stakeholders in relation to empowerment, recovery and return to work.</p>



## Return to Work Planning

Understand the principles of the Health Benefits of Good Work and early intervention, to educate and facilitate suitable and sustainable return to work outcomes.

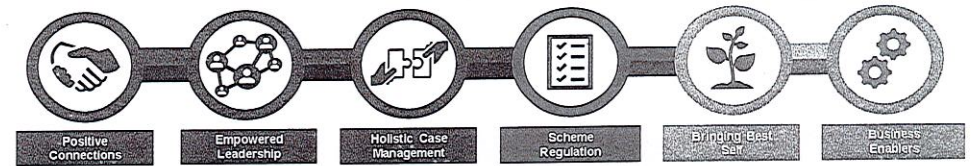
Foundational	Intermediate	Advanced	Expert
<p>Understands and applies the concepts of the Health Benefits of Good Work, early intervention and recovery at work to support suitable return to work.</p> <p>Identifies opportunities for suitable return to work.</p> <p>Seeks workplace rehabilitation support, specialist information or guidance when required.</p>	<p>Educates stakeholders on the Health Benefits of Good Work, early intervention and recovery at work philosophies, to facilitate engagement and worker empowerment to return to work.</p> <p>Facilitates suitable return to work, seeking workplace rehabilitation support to achieve clear, agreed return to work goals when required.</p>	<p>Applies the principles of the Health Benefits of Good Work, early intervention and recovery at work to facilitate worker and employer engagement to achieve suitable return to work on complex claims.</p> <p>Analyses and assesses the efficacy of workplace rehabilitation services to achieve value-based return to work outcomes.</p>	<p>Promotes and educates internal and external stakeholders on the Health Benefits of Good Work, early intervention and recovery at work, to cultivate a return to work focus.</p> <p>Creates and innovates return to work strategies utilising workplace rehabilitation to achieve return to work outcomes on complex claims.</p>



## Strategic Thinking and Risk Analysis

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

Foundational	Intermediate	Advanced	Expert
<p>Identifies bio-psychosocial factors and risks to proactively develop, revise and implement strategies to achieve recovery/return to work goals.</p> <p>Understands the concept and purpose of initial and on-going claims triage.</p> <p>Seeks technical support, information and guidance when required.</p>	<p>Interprets complex bio-psychosocial factors and risks that impact recovery/return to work goals, to develop, revise and implement appropriate claims strategies.</p> <p>Determines the factors and variables that influence identification of risk factors during initial and on-going triage, to confirm the claim is aligned with the right service.</p>	<p>Evaluates the interplay of complex claim and bio-psychosocial factors to mitigate barriers which adversely affect recovery/return to work goals.</p> <p>Anticipates worker outcomes based on the initial and on-going triage of claims, and re-aligns claims to more appropriate services when required.</p> <p>Anticipates risk to recovery and return to work to develop and implement mitigation strategies.</p>	<p>Guides and coaches others on analysing claim and bio-psychosocial factors to develop effective strategies for positive recovery/return to work goals.</p> <p>Guides and coaches others on triaging approach, to align customer needs with the appropriate support and services, and improve the effectiveness of claims management.</p>



# Scheme Regulation

## Core Competencies:

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

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



## Legislation and Compliance

Knowledge of legislation within NSW Workers Compensation, administrative law, and the compliance requirements established by icare, SIRA and the Claims Service Provider. *Note: Reference to workers compensation acts below include the Workers Compensation Act 1987, Workplace Injury Management and Workers Compensation Act 1998 and Workers' Compensation Act 1926.*

Foundational	Intermediate	Advanced	Expert
<p>Identifies and applies the correct workers compensation acts and complies to and within delegated authority.</p> <p>Identifies and applies other legislation, compliance and SIRA standards of practice relevant to claims management, including obtaining and sharing of information under privacy, administrative law and fraud.</p> <p>Seeks technical support and guidance on legislative and complex matters.</p>	<p>Applies workers compensation legislation and compliance accurately and complies to and within delegated authority.</p> <p>Applies and discusses the correct privacy requirements, administrative law and fraud with stakeholders.</p>	<p>Guides and coaches others and external stakeholders on workers compensation acts, regulatory and compliance issues including compliance with delegated authority.</p> <p>Guides and coaches others and educates external stakeholders on other legislative and compliance technical issues such as privacy, administrative law and fraud.</p>	<p>Understands the impact of new laws or changes to existing legislation/compliance and influences, and contributes to any process changes at an operational level.</p> <p>Analyses data trends regarding breaches to privacy and delegated authority, and coaches and guides team on compliance with procedures when required.</p>



## Eligibility and Liability

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

Foundational	Intermediate	Advanced	Expert
<p>Applies non-complex medical and factual information to make timely and sound eligibility and liability decisions in accordance with relevant legislation, and understands the impact of decisions on customers, particularly workers with psychological injury.</p>	<p>Interprets complex medical and factual information to make evidence-based, timely and sound eligibility and liability decisions in accordance with relevant legislation.</p>	<p>Guides and coaches others on gaps and inconsistencies in information to enable evidence-based, timely and sound eligibility and liability decisions in accordance with relevant legislation.</p>	<p>Evaluates eligibility and liability decisions to ensure timely and accurate evidence-based and sound decisions have been determined, including implications on customers, the organisation and scheme.</p> <p>Guides and coaches others on complex application of case law with regards to eligibility and liability.</p>



## Weekly Benefits and Entitlements

Understanding of how weekly benefits, Work Capacity Decisions and other payments and entitlements are calculated within NSW Workers Compensation.

Foundational	Intermediate	Advanced	Expert
<p>Obtains the information required to determine weekly benefits (e.g. Pre-Injury Average Weekly Earnings (PIAWE), Average Weekly Earnings (AWE), Current Weekly Wage Rate (CWWR), Work Capacity Decisions).</p> <p>Applies the appropriate approach to make accurate and timely payments.</p> <p>Understands the relevant legislation and SIRA Guidelines that relate to permanent impairment entitlements.</p> <p>Seeks technical support and guidance when required.</p>	<p>Calculates weekly benefit (PIAWE, AWE, CWWR, Work Capacity Decisions) in line with legislative requirements, SIRA Guidelines, Standards of Practice and organisational procedures, on complex claims.</p> <p>Applies the appropriate legislation to make accurate and timely payments independently.</p> <p>Applies the relevant legislation and SIRA Guidelines to assess and calculate non-complex permanent impairment entitlements, and other benefits throughout the life cycle of a claim.</p>	<p>Reviews and approves complex weekly benefit calculations (PIAWE, AWE, CWWR, Work Capacity decisions) that include multiple components.</p> <p>Supports others to identify and assess other entitlements under the relevant workers compensation acts, within SIRA and organisational guidelines and standards.</p> <p>Assesses and calculates timely and accurate permanent impairment and other entitlements in line with legislative requirements, SIRA Guidelines and organisational procedures, on complex claims.</p>	<p>Guides and coaches others to ensure compliance with legislation and regulation requirements regarding assessment and calculation of weekly benefits (PIAWE, AWE, CWWR, Work Capacity decisions).</p> <p>Guides and coaches others to ensure compliance with processes and procedures to assess and calculate other worker entitlements.</p>

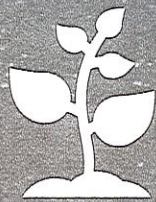
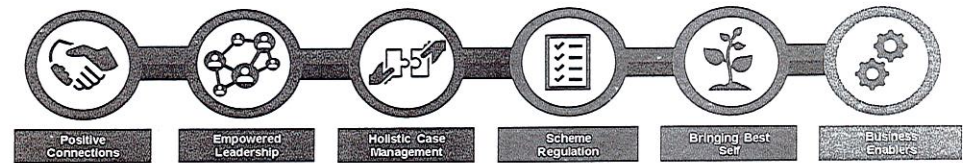


## Documentation and Records Management

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

Foundational	Intermediate	Advanced	Expert
<p>Records and distributes claims information in accordance with organisational and legislative requirements.</p> <p>Documents appropriate goals and timeframes clearly and succinctly in line with compliance requirements.</p> <p>Records relevant, objective and concise file notes on claims that are easily understood by others.</p> <p>Adheres to privacy and consent obligations.</p> <p>Uses relevant systems to keep information and claim data accurate and up to date.</p>	<p>Records evidence-based reasoning to support goals and timeframes.</p> <p>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.</p>	<p>Guides and coaches others on documentation guidelines and implications for not keeping accurate and complete records.</p> <p>Interprets, analyses and records relevant claims data and identifies strategies to manage in a range of complex and/or unfamiliar situations.</p>	<p>Evaluates compliance with documentation and privacy principles, and influences the amendment of processes and procedures where required.</p> <p>Guides and coaches others to document clear, objective and succinct notes and information.</p> <p>Evaluates the impact of poor data integrity on the team compliance and influences amendment of processes and procedures where required.</p>





## 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



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

Foundational	Intermediate	Advanced	Expert
<p>Shows drive and motivation with a commitment to personal development and continuous learning.</p> <p>Recognises barriers and obstacles, and displays persistence to adapt to new situations.</p> <p>Embraces innovation and change.</p> <p>Seeks support with confidence and embraces challenges as opportunities for growth.</p>	<p>Reflects on own development, proactively seeks feedback and works with leader/manager to identify development opportunities.</p> <p>Monitors own emotional reactions and responses, displays positive outlook in challenging situations and responds in a flexible, positive manner to change.</p> <p>Demonstrates initiative to identify solutions and overcome barriers.</p>	<p>Actively seeks, reflects and acts on feedback on own performance for growth and development.</p> <p>Remains positive and responds to pressure in a calm manner.</p> <p>Able to recover from setbacks and find alternate solutions.</p> <p>Displays flexibility and adaptability.</p>	<p>Actively seeks, reflects on and integrates feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour for growth.</p> <p>Uses a range of strategies to remain composed and calm and act as a stabilising influence on colleagues.</p> <p>Demonstrates initiative to achieve objectives even in difficult circumstances.</p>



## Sound Judgement

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

Foundational	Intermediate	Advanced	Expert
<p>Displays objectivity and is able to act with fairness and reason.</p>	<p>Considers the implications of making a decision and weighs options to identify a solution.</p> <p>Understands the principles of treating customers fairly to support a culture of honesty and fairness.</p> <p>Applies fair review of customer needs and balances different perspectives in decision making.</p>	<p>Undertakes 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.</p> <p>Ensures that others are aware of and understand the legislation and policy framework within which they operate.</p> <p>Guides and coaches others on the principles of treating the customers fairly including procedural fairness.</p>	<p>Engages in critical thinking to identify issues, the implications of decision making and develop sound solutions.</p> <p>Drives a culture of fairness, transparency and professionalism.</p> <p>Provides input on policies, procedures and governance frameworks that align with the principles of treating the customer fairly within the team.</p>



Taking responsibility of one's actions and the duties required of their role by being accountable, responsible and responsive.

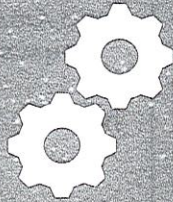
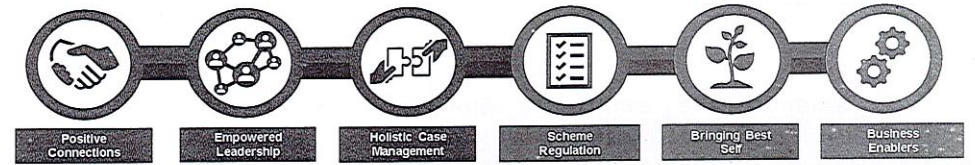
Foundational	Intermediate	Advanced	Expert
<p>Acknowledges when they have done well and when they have made mistakes, and seeks guidance and support when required.</p> <p>Actively listens when own ideas are being challenged.</p> <p>Implements actions within agreed timeframes.</p> <p>Takes responsibility for managing work to achieve results.</p>	<p>Acknowledges when they have done well and when they have made mistakes, learns from them, and seeks guidance and support when required.</p> <p>Recognises the impact of one's behaviour on others.</p>	<p>Acknowledges own mistakes and ensures corrective action is taken.</p> <p>Guides and supports others to establish clear responsibilities for monitoring work and results.</p> <p>Follows through with commitments and encourages others to do the same.</p>	<p>Accepts accountability for mistakes made within the team and ensures corrective action is taken.</p> <p>Accepts responsibility for team tasks and actions completed within required timeframes.</p>



## Diversity and Inclusion

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

Foundational	Intermediate	Advanced	Expert
<p>Shows respect for diverse backgrounds, experiences and perspectives.</p>	<p>Uses language and concepts appropriate to social, economic, cultural, gender and physical differences.</p> <p>Open to diverse thinking, opinions and ideas of others.</p>	<p>Role models inclusive behaviour.</p> <p>Promotes diverse thinking, opinions and ideas of others.</p> <p>Promotes a customer-focused culture that considers the diversity of customers.</p>	<p>Encourages inclusive behaviour by promoting a culture of diversity.</p> <p>Creates an open environment that welcomes diverse thinking, opinions and ideas of others.</p>



# Business Enablers

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

**Core Competencies:**

- Financial Acumen
- Digital Literacy
- Portfolio Management



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

Foundational	Intermediate	Advanced	Expert
<p>Understands the claim costs and risk factors that impact employer premiums.</p> <p>Recognises the different types of recoveries and notifies appropriate stakeholders when there is a potential recovery on a claim.</p> <p>Understands the relevant guidelines, regulations and gazetted payment rates to approve third party invoices on non-complex claims in a timely basis.</p>	<p>Understands the claim costs and risk factors that impact employer premiums and implications on scheme sustainability.</p> <p>Identifies claims with recovery opportunities and applies timely action to recover monies.</p> <p>Applies knowledge of third party invoices to approve accurate and timely payments on complex invoices independently.</p>	<p>Analyses claims with recovery opportunities and applies timely action to recover monies on complex claims.</p> <p>Advises the team on how to negotiate a solution and/or resolves complex or sensitive issues related to third party approvals.</p>	<p>Understands actuarial metrics, processes and drivers of performance to evaluate and identify opportunities to improve scheme sustainability.</p> <p>Coaches and educates internal and external key stakeholders on scheme cost drivers.</p> <p>Coaches others on recovery opportunities and timeliness of actioning recovery processes.</p> <p>Appraises third party payment approvals to ensure they are within gazetted fees and comply with Australian Taxation laws.</p>



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	Intermediate	Advanced	Expert
<p>Demonstrates initiative to understand and use various systems and platforms to access data, information and content in digital platforms.</p> <p>Understands and applies common, various types of communication and collaboration strategies, tools and digital formats.</p>	<p>Compares the credibility and reliability of sources of data, information and digital content.</p> <p>Uses and adapts to new and unfamiliar systems and platforms to communicate and collaborate.</p>	<p>Applies troubleshooting solutions to recurring digital technology problems to access data, information and digital content.</p> <p>Uses systems and platforms to enhance communication and collaboration for self and peers.</p>	<p>Evaluates and analyses the credibility and reliability of data, information and digital content used in information sharing and reporting.</p> <p>Coaches and guides others on different ways to connect and collaborate using systems and platforms.</p>

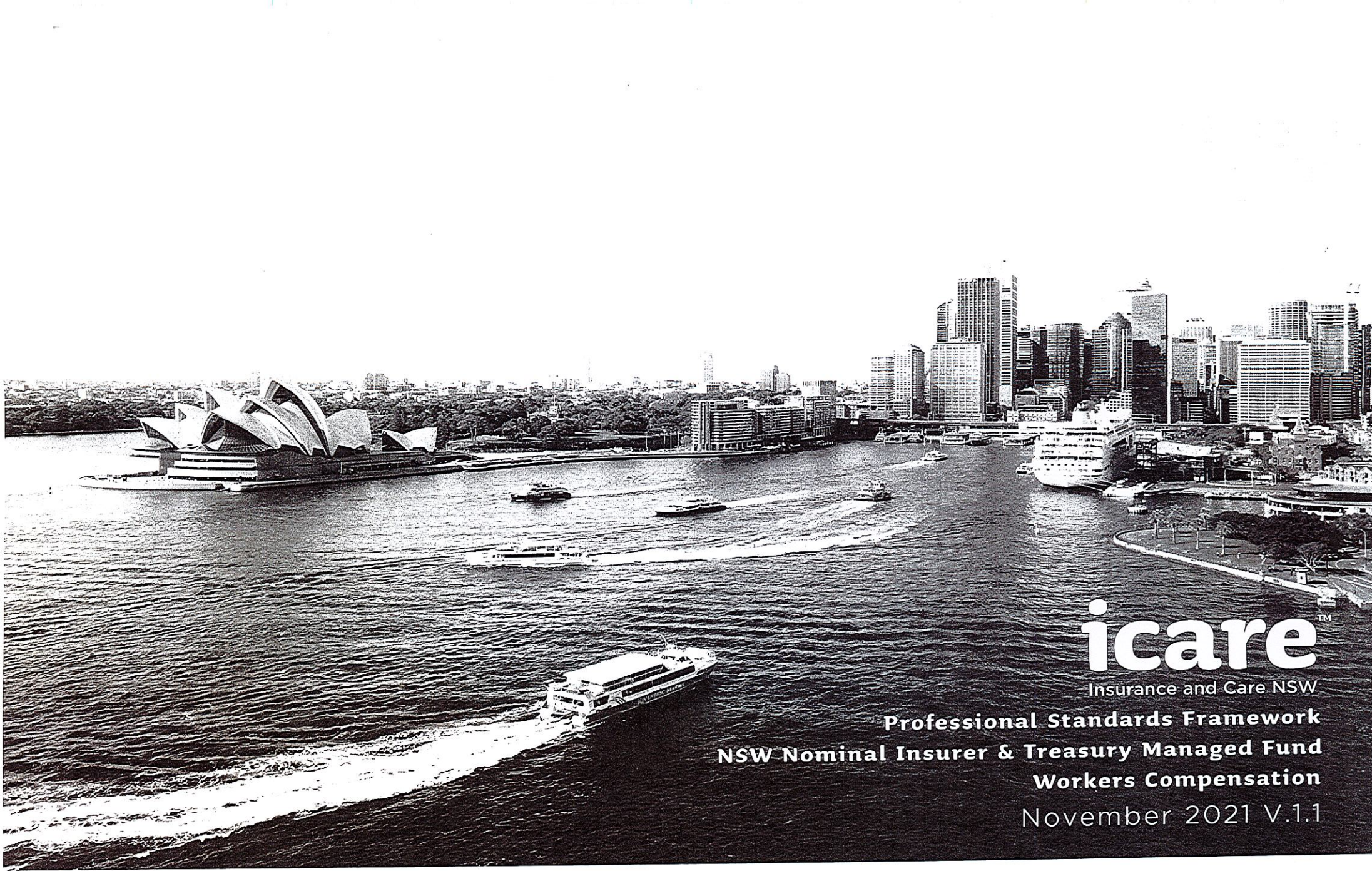




## Portfolio Management

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

Foundational	Intermediate	Advanced	Expert
<p>Plans, prioritises and organises own time and work to meet business requirements, targets and timeframes with an expected workload, and communicates to those affected if plans cannot be met.</p> <p>Able to utilise tools and techniques to plan and organise time and work more effectively.</p> <p>Identifies when urgent action is required to resolve critical issues.</p>	<p>Plans, prioritises and organises own time and work to meet business requirements, targets and timeframes with relatively higher than expected workload, and communicates to those affected if plans cannot be met.</p> <p>Reviews existing ways of planning and prioritising work to find more efficient ways of working.</p> <p>Initiates appropriate urgent action to resolve issues when required.</p>	<p>Makes decisions and prioritises work demands taking into account and balancing the impacts on the business, customer expectations, regulatory requirements and commercial considerations.</p> <p>Re-prioritises and organises workload to balance urgent and unexpected events with day to day work tasks.</p> <p>Guides others to take appropriate urgent action to resolve issues.</p>	<p>Provides vision and direction in planning, prioritising and organising work and resources at a team level.</p> <p>Anticipates, evaluates and develops plans to deal with unexpected contingencies which may impact on the achievement of team objectives.</p> <p>Displays flexibility and adaptability to accommodate the changing work demands of the team.</p>



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Insurance and Care NSW

**Professional Standards Framework**

**NSW Nominal Insurer & Treasury Managed Fund**

**Workers Compensation**

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