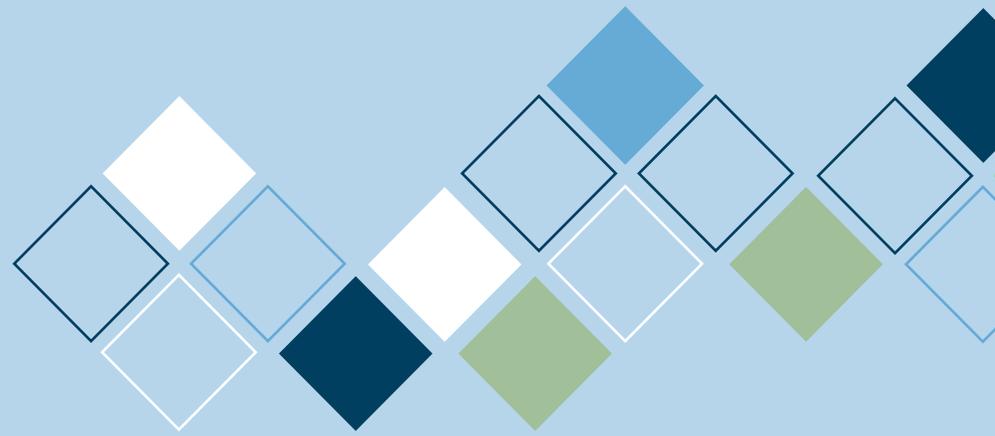




Claims Managers Capability Framework

Guiding and developing the skills and knowledge of claims manager professionals.





ACKNOWLEDGEMENT OF COUNTRY

WorkCover WA acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community.

We pay our respects to all Aboriginal communities and their cultures, to Elders past, present and emerging.

ACCESSIBILITY STATEMENT

WorkCover WA strives to achieve online accessibility to be inclusive of a wide range of people with disability.

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DISCLAIMER

This publication contains information for insurers and self-insurers. It includes some of the obligations under the *Workers' Compensation and Injury Management Act 1981 (WA)*. To ensure you comply with your legal obligation, you must refer to the appropriate legislation.



Message from the CEO - WorkCover WA

The Western Australian workers' compensation scheme aspires to be high-performing and delivering fair outcomes for the people of this State.

The *Claims Managers Capability Framework* is a foundational tool which supports insurers and self-insurers to develop and retain a responsive and capable workforce. The *Capability Framework* builds on the momentum set in the *Insurer and Self-insurer Principles and Standards of Practice* and complements the micro-credential *Foundations of Workers Compensation: Claims Managers*.

The *Capability Framework* follows the expectations set in these two publications and gives the large and diverse claims management landscape a shared language to describe the capabilities needed to perform work at different levels. While recognising the individuality of each insurer and self-insurer, the *Capability Framework* defines capabilities as:

- Knowledge: the theoretical or practical understanding of claims management
- Skills: the proficiencies developed through training, experience or practice
- Abilities: qualities of being able to perform claims management

I am confident claims managers will embrace the *Capability Framework* and use it as a guide to gauge development and career progression.

Chris White
Chief Executive Officer
WorkCover WA

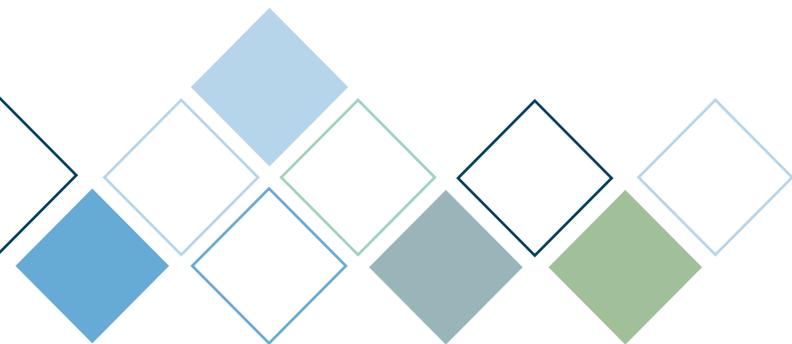
What is the Framework?

The **Capability Framework** sets out the practices, skills, and behaviours expected of claims managers in the Western Australia workers' compensation scheme, on entry to the industry and throughout their career.

The *Capability Framework* translates the *Insurer and Self-insurer Principles and Standards of Practice* into observable practices and behaviours which claims managers should demonstrate when delivering scheme services.

The *Capability Framework* enables claims managers to evaluate the competencies required for their role. It is designed to drive and support positive engagement in a culture of mutual respect and quality service delivery.

The capabilities complement the technical knowledge, and legislative and professional responsibilities of a claims manager.



How does it work?

The *Capability Framework* is organised around the essential characteristics of work in the workers' compensation scheme. Five broad capabilities and behaviours describe the common expectations.





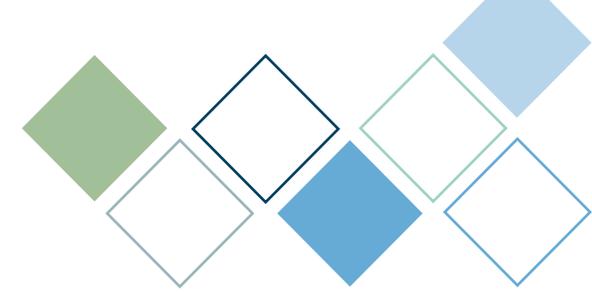
Capabilities and Behaviours



1

Display Resilience

Develop a growth mindset and resilience, by being open and honest, prepared to express your views and embracing challenges and change as opportunities.



Foundational

- Be open to new ideas and approaches
- Offer opinions and ask questions
- Identify potential impacts of change and remain flexible to new ideas
- Face problems with an open mind and a willingness to tackle them
- Remain calm in challenging situations



Intermediate

- Be flexible and adaptable, responding quickly when situations change
- Offer opinions, ask questions and express your views
- Adapt early to change, listen when ideas are challenged, and respond appropriately
- Raise and work through challenging issues
- Remain composed and focused in challenging situations



Advanced

- Show initiative and respond quickly when situations change
- Give frank and honest feedback and advice
- Champion a culture of change, seek to understand the nature of new ideas and respond appropriately
- Raise and work through difficult issues and seek alternatives
- Remain composed and calm when under pressure and in challenging situations



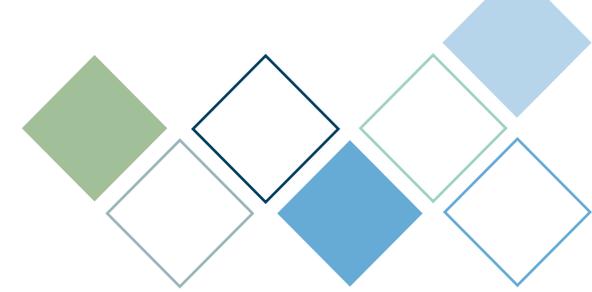
Expert

- Act constructively when operating in highly pressured and unpredictable environments
- Give frank and honest advice in response to strong contrary views
- Accept criticism of own ideas and respond in a thoughtful and considered way
- Welcome new challenges and persevere in raising and working through complex issues
- Develop and use effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues



2 Act with Integrity

Act with integrity and be ethical and professional in your decision making.



Foundational

Behave in an honest, ethical and professional manner

Build understanding of ethical behaviour

Speak out against illegal and inappropriate behaviour

Understand and identify factors which impact on ethical decision making



Intermediate

Represent the team in an honest, ethical and professional way

Support a culture of integrity and professionalism

Recognise and report instances of misconduct and illegal and inappropriate behaviour

Apply a reasonable course of action when confronted with ethical matters and consider the best interest of all parties



Advanced

Represent the organisation in an honest, ethical and professional way

Act professionally and support a culture of integrity

Take actions to prevent and report misconduct and illegal and inappropriate behaviour

Identify risks and the impacts of ethical scenarios, taking action to mitigate harm to others



Expert

Model the highest standards of ethical and professional behaviour, setting an example for others to follow

Promote a culture of integrity and professionalism within the organisation, and in dealings with stakeholders

Act promptly and visibly to prevent and respond to unethical behaviour

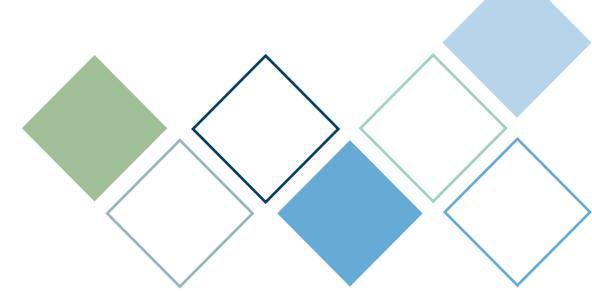
Evaluate the outcome of responses to ethical situations and guide an appropriate course of action to resolve future issues



3

Value Inclusion

Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives.



Foundational

Acknowledge and show respect for diverse cultures, backgrounds, experiences, perspectives, values and beliefs

Seek and understand the contributions and perspectives of others

Be aware of personal values and biases that may affect others

Contribute to a supportive and safe working environment



Intermediate

Use language and concepts appropriate for diverse cultures, backgrounds, experiences, perspectives, values and beliefs

Seek participation from others who may have different backgrounds, perspectives and needs

Be open to different perspectives and experiences in generating ideas and solving problems

Respond constructively to feedback regarding observations of bias in language or behaviour



Advanced

Role model inclusive behaviour and promote the value of diversity and inclusive practices

Demonstrate cultural sensitivity, and engage with and integrate the views of others

Recognise and adapt to individual abilities, differences and working styles

Recognise and manage bias in interactions and decision making



Expert

Encourage and promote inclusive behaviour and take advantage of diverse views and perspectives to develop new approaches to delivering outcomes

Build and monitor a workplace culture that enables diversity and fair and inclusive practices

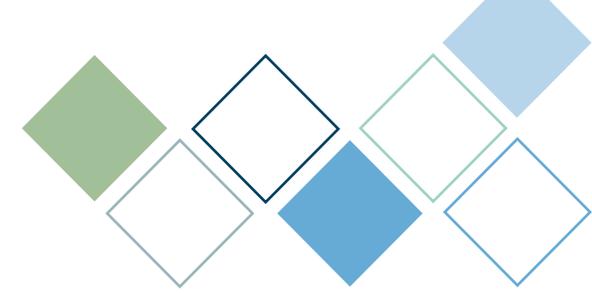
Implement practices and systems to ensure individuals can participate to their fullest ability

Address non-inclusive behaviours, practices and attitudes within the organisation



4 Communicate Effectively

Communicate clearly, in an open and honest manner, actively listening to others, and responding with understanding and respect.



Foundational

Speak at the right pace and volume for diverse stakeholders, allowing others time to speak

Practice active listening techniques and ask questions to check understanding

Be aware of body language and facial expressions

Avoiding jargon, write in a way which is logical and easy to follow

Use various communication channels to obtain and share information



Intermediate

Speak in plain English and clearly explain and present ideas and arguments

Practice active listening techniques to gain an understanding and ask appropriate, respectful questions

Monitor own and others' non-verbal cues and adapt where necessary

Write and prepare material that is well structured and easy to follow

Use various communication channels and communicate routine technical information clearly



Advanced

Tailor communication to diverse audiences

Create opportunities for others to be heard, listen attentively and encourage them to express their views

Share information across teams and units to enable informed decision making

Write fluently in plain English and in a range of styles and formats

Use contemporary communication channels to share information, engage and interact with diverse audiences



Expert

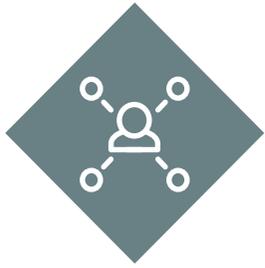
Tailor communication to diverse stakeholders and clearly explain complex concepts and arguments

Evaluate own and others' communications to enhance stakeholder interactions

Manage complex communications that involve understanding and responding to multiple and diverse viewpoints

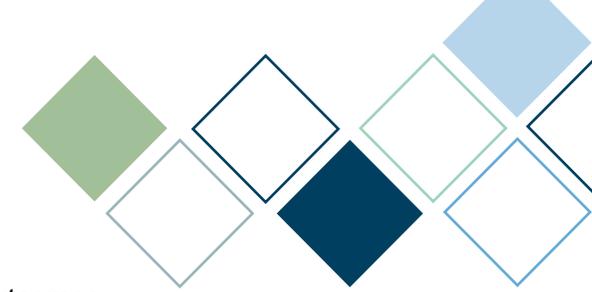
Write fluently and persuasively in plain English and in a range of styles and formats

Explore creative ways to engage diverse audiences and communicate information, adjusting style and approach to optimise outcomes



5 Commit to Customer Service

Provide customer-focused services and identify effective solutions to drive better customer outcomes.



Foundational

Recognise the importance of customer service and understanding customer needs

Take responsibility for delivering services that meet customer requirements

Keep customers informed of progress and seek feedback to ensure their needs are met

Show respect, courtesy and fairness when interacting with customers

Recognise customer service involves working with external and internal customers



Intermediate

Focus on providing a positive customer experience

Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers

Identify and respond quickly to customer needs to resolve customer issues

Consider customer service requirements and develop solutions to meet needs

Use consultation and collaboration to generate responses and solutions for stakeholders



Advanced

Take responsibility for delivering high-quality customer-focused services

Use data and information to monitor and improve customer service delivery

Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers

Maintain relationships with key customers in area of expertise

Foster teamwork and collaboration to connect with stakeholders and develop customer solutions



Expert

Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience

Initiate and develop partnerships with customers to define and evaluate service performance outcomes

Liaise with senior stakeholders on key issues and provide expert and influential advice

Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches

Evaluate the teams' interactions with stakeholders to drive better outcomes in accordance with legislation and guidelines



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