



Workplace Rehabilitation Providers Capability Framework

Guiding and developing the skills and knowledge of Workplace Rehabilitation Providers.





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.

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DISCLAIMER

This publication contains information for workplace rehabilitation providers. 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

Workplace rehabilitation providers are at the heart of injury management and the overall effectiveness of the workers' compensation scheme in this State. So much is, and should be, expected of them.

The *Workplace Rehabilitation Provider Capability Framework (Capability Framework)* is a foundational tool which supports workplace rehabilitation providers (WRPs) to develop and retain a responsive and capable workforce. The *Capability Framework* builds on the momentum set in the *Workplace Rehabilitation Providers Principles and Standards of Practice* and complements the micro-credential *Foundations of Workers' Compensation: Workplace Rehabilitation Providers*.

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

- Knowledge: the theoretical or practical understanding of WRPs
- Skills: the proficiencies developed through training, experience or practice
- Abilities: qualities of being able to perform duties as a WRP

Most of the time, understanding the pathway of professional progression begins with knowing what outcomes need to be met and how individuals can advance between stages. The *Capability Framework* shows visible and tangible behaviours required for progression.

I ask you to join me in embracing the *Capability Framework* by considering your approach to putting in place all the conditions to best support professional 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 workplace rehabilitation providers in the Western Australia workers' compensation scheme, on entry to the industry and throughout their career.

The *Capability Framework* translates the *Workplace Rehabilitation Providers Principles and Standards of Practice* into observable practices and behaviours which workplace rehabilitation providers should demonstrate when delivering scheme services.

The *Capability Framework* enables workplace rehabilitation providers 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 WRP.

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.

An essential component underlining each capability is personal responsibility. Being personally responsible is being self-aware, which begins at the earliest stages of the professional journey. Personal responsibility is not only an essential base block; it also permeates every aspect of progression.



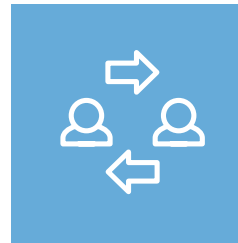
1 Display Resilience
Develop a growth mindset and practice resilience by being prepared to adapt to confronting and challenging situations, continuing professional development and supporting colleagues



2 Act with Integrity
Act with integrity and be ethical and professional in your decision making



3 Be Inclusive
Demonstrate inclusivity and develop a tailored service for all



4 Communicate Effectively
Communicate effectively and collaboratively engaging stakeholders in an open and honest manner to support return to work outcomes



5 Commit to Clinical Expertise
Provide evidence-based and effective solutions to improve wellbeing recovery and return to work outcomes



Capabilities and Behaviours

*The expectation is to build capability consciously,
adopting the mindset "we are only as good as our people"*



1 Display Resilience

Develop a growth mindset and practice resilience by being prepared to adapt to confronting and challenging situations, continuing professional development and supporting colleagues



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 focused, composed and calm when under pressure and 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
- Respond positively to, and achieve results in challenging and high-pressure 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 integrity and ethical behaviour

Speak out against illegal and inappropriate behaviour

Understand and identify factors which impact on ethical decision making

Display behaviours that enhance the reputation of the industry



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

Ensure all actions and decisions reflect integrity



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

Confront challenging and unethical behaviours promptly and visibly, ensuring others understand the integrity commitment



Expert

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

Foster a culture of excellence around ethics and integrity, and cultivate shared commitment and understanding

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

Intentionally influence the integrity narrative with stakeholders



3 Be Inclusive

Demonstrate inclusivity and develop a tailored service for all



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

Understand the diverse and changing nature of work



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

Ensure diverse future talent is identified, developed and nurtured



Advanced

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

Consciously and purposefully integrate equality and diversity into all areas of practice



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

Champion a scheme-wide commitment to diversity and inclusion



4 Communicate Effectively

Communicate effectively and collaboratively, engaging stakeholders in an open and honest manner to support return to work outcomes



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, well structured and easy to follow

Use various communication channels to obtain and share information

Communicate respectfully with clients and other stakeholders



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

Prepare evidence-based reports and other materials in plain English, and in appropriate styles and formats

Use various communication channels and communicate routine technical information clearly



Advanced

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

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 complex and concise reports fluently and persuasively

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



Expert

Evaluate own and others' communications and reports to enhance stakeholder interactions and outcomes

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

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

Use interpersonal styles to inspire and motivate

Champion effective communication practices both internally and across the scheme



5 Commit to Clinical Expertise

Provide evidence-based and effective solutions to improve wellbeing, recovery and return to work outcomes



Foundational

Provide effective services to workers and understand their needs

Keep stakeholders informed of progress and seek feedback to ensure their needs are met where possible

Demonstrate knowledge of vocational rehabilitation and injury management, workers' compensation legislation and associated frameworks

Conduct needs assessments and develop effective evidence-based rehabilitation plans

Maintain working knowledge of industry trends and emerging academic and clinical evidence

Show professional curiosity and draw on the expertise of others



Intermediate

Focus on providing a positive worker experience

Demonstrate a thorough knowledge of services provided and effectively communicate this knowledge to stakeholders

Use objective measures to track and evaluate progress and respond quickly to resolve issues

Demonstrate advanced knowledge of vocational rehabilitation and injury management

Proactively address risk factors and return to work barriers

Work collaboratively with workers and other stakeholders to develop solutions and achieve successful outcomes



Advanced

Take responsibility for delivering high quality worker-focused services

Use data and information to monitor and improve the delivery of services

Develop and maintain relationships with expert stakeholders, and find opportunities to cooperate and collaborate to improve outcomes

Demonstrate expertise in injury management, vocational rehabilitation and case management

Manage complex cases and develop innovative rehabilitation strategies

Provide complex advice and consultation to internal and external stakeholders



Expert

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

Initiate and develop partnerships with key stakeholders to define and evaluate service performance outcomes

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

Demonstrate exceptional clinical expertise and provide expert advice in injury management, vocational rehabilitation and case management

Provide leadership and mentorship to colleagues, and evaluate their interactions with workers and stakeholders to drive better outcomes

Contribute to the development of industry standards and best practice



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