

Appendix 1

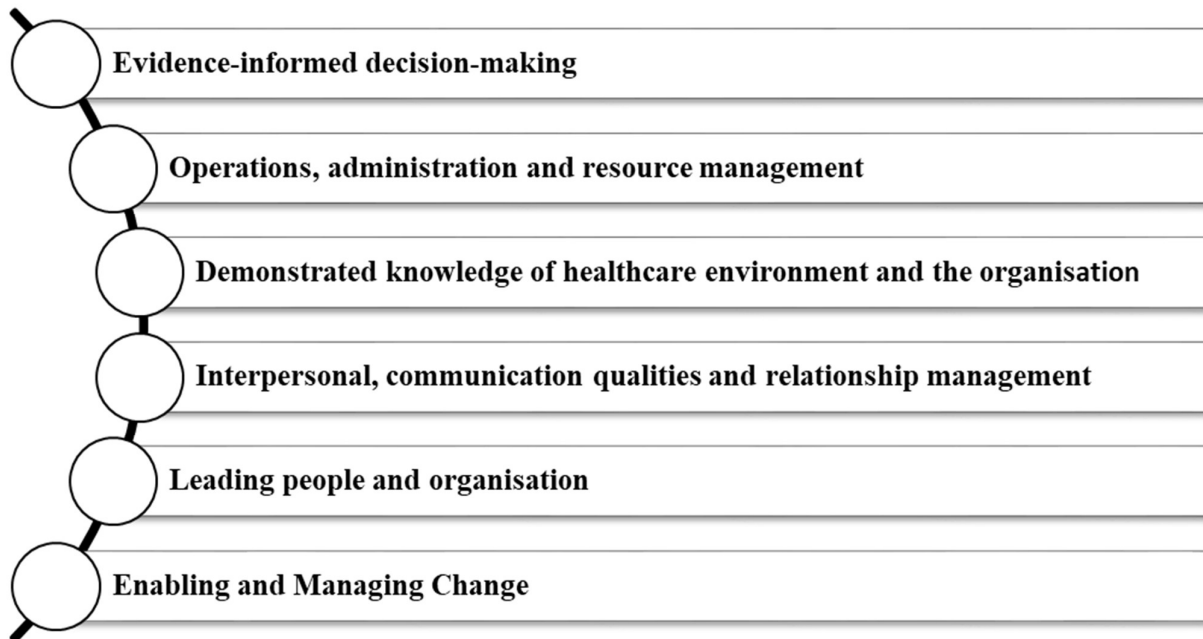
The Management Competency Assessment Partnership (MCAP) Tool was originally developed and validated within the Australian health service context to assess the management competence of health service managers and leaders. It enables the identification of individual and organisational competency gaps, supporting targeted professional development and workforce planning.

With the approval of its copyright holder, Dr Zhanming Liang (Australia), the MCAP Tool has been translated into multiple languages, validated, and applied in various international settings.

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Six core competencies

Competency of professional is embedded into the six core competencies.



MCAP Competency Assessment Descriptive Scale

Competency Assessment Descriptive Scale	
1	May be capable of demonstrating minor aspects in my role
2	May be capable of demonstrating in my role, but not in all required aspects
3	Can fully demonstrate in my role with regular guidance
4	Can generally demonstrate in my role, but guidance is needed occasionally
5	Can demonstrate in my role independently without guidance
6	Always apply appropriately in my role with extensive experience
7	Always apply appropriately in my role, with extensive experience gained from diverse management roles at executive level
The level of importance to the management role	
1	Very unimportant
2	Not so important
3	Unsure whether it is important
4	So what important
5	Very important

Six Competencies with 82 Behavioural Items

Competency One

Evidence-informed decision-making

- C1.1 Use timely and appropriate questioning/investigation to identify the nature of a problem, issue or opportunity
- C1.2 Seek appropriate evidence from multiple organisational sources to guide the identification of solutions
- C1.3 Seek appropriate (qualitative /quantitative) evidence from multiple external sources to guide the identification of solutions
- C1.4 Critically appraise the validity and relevance of evidence
- C1.5 Assess and prioritise the relevance of evidence to the question(s)
- C1.6 Use evidence to question and improve existing practice and processes
- C1.7 Apply the best form(s) of evidence to guide management decision-making
- C1.8 Evaluate the process of seeking and applying evidence to management decision-making

- C1.9 Anticipate decision implementation problems/ impacts and develops and communicate appropriate contingency plans
- C1.10 Set and use measures to evaluate decision outcomes
- C1.11 Support and encourage colleagues and subordinates to use evidence to guide decision-making
- C1.12 Anticipate and prepare for the future by staying abreast of best practice and emerging trends that will have an impact on health outcomes
- C1.13 Commit to ongoing personal and professional development

Competency Two

Operations, administration and resource management

- C2.1 Complete necessary workforce records (e.g. overtime, leave, rosters, attendance, absence) to inform the payroll process
- C2.2 Balance the needs of organisation and of staff through effective planning and management of staff roster and work coverage
- C2.3 Interpret and act upon financial statements
- C2.4 Monitor financial performance by analysing a variety of financial data
- C2.5 Develop budgets in accordance with organisational objectives
- C2.6 Manage budgets in accordance with organisational objectives
- C2.7 Anticipate and plan for changes in policies affecting funding to the organisation/unit
- C2.8 Design and develop appropriate roles and reporting structure (across a range of areas) in accordance with organisational objectives
- C2.9 Effectively manage recruitment, selection and appointment of sufficient, suitably skilled staff
- C2.10 Effectively manage staff turnover to boost retention
- C2.11 Manage staff in accordance with human resource policy and procedure
- C2.12 Establish and maintain the organisation's insurance contracts and financial relationships
- C2.13 Conduct regular two-way performance review & development discussions to support staff development
- C2.14 Recognise and develop the performance of others by providing timely and appropriate feedback
- C2.15 Contribute to continuous improvement of organisational processes, including quality and safety

C2.16 Use performance measures and industry benchmarks to inform continuous performance improvement

C2.17 Plan, execute and evaluate projects with significant scope and impact

Competency Three

Demonstrated knowledge of healthcare environment and the organisation

- C3.1 Demonstrate understanding of the healthcare industry and its impact on healthcare organisations
- C3.2 Demonstrate understanding of demographic, political, social, technical, cultural and economic factors and their impact on the organisation
- C3.3 Demonstrate understanding of the roles of key stakeholders in health and how they interact
- C3.4 Demonstrate understanding of the highly professionalised health workforce
- C3.5 Apply relevant legislation, ethical principles and accountability frameworks specific to healthcare settings
- C3.6 Demonstrate awareness of clinical and non-clinical risks specific to healthcare organisations
- C3.7 Apply quality indices and benchmarks to identify opportunities, set performance standards and improve quality
- C3.8 Apply risk management concepts and techniques
- C3.9 Demonstrate understanding of the diversity of healthcare needs
- C3.10 Demonstrate awareness of the organisation's history, culture and development
- C3.11 Effectively navigate organisational structures, roles and relationships in order to achieve work goals

Competency Four

Interpersonal, communication qualities and relationship management

- C4.1 Show trust and respect for the opinions and actions of others
- C4.2 Provide appropriate support to others in the workplace
- C4.3 Listen and empathise with others
- C4.4 Engage confidently and constructively in verbal and non-verbal interactions with others
- C4.5 Communicate verbally in a clear, logical and grammatically correct manner in both formal and informal situations
- C4.6 Produce written reports/materials which are appropriate for both audience and purpose

- C4.7 Invest time and effort in working and engaging with stakeholders
- C4.8 Actively question, listen, respond and provide feedback as a basis for effective communication
- C4.9 Function effectively in a team by developing and maintaining professional relationships with people from a wide range of backgrounds
- C4.10 Build collaborative internal and external relationships
- C4.11 Adopt a flexible, client-oriented approach that is sensitive to diverse needs
- C4.12 Consider and act with sensitivity to the politics of any given situation
- C4.13 Work through conflict (with diverse views) by initiating and engaging in robust conversations
- C4.14 Demonstrate awareness of own emotions and their impact on others
- C4.15 Show self-control over disruptive emotions and impulses
- C4.16 Maintain focus without distraction and sets realistic goals
- C4.17 Show awareness of, and sensitivity to, the feelings of others
- C4.18 Invest time in self-care and personal support mechanisms, especially during stressful times.
- C4.19 Promote and adhere to high standards for personal and organisational integrity, honesty, transparency and respect for people

Competency Five

Leading people and organisation

- C5.1 Develop and/or implement a shared vision to achieve organisational goals
- C5.2 Manage with reference to the broader organisational context
- C5.3 Engage effectively in organisational decision-making
- C5.4 Inform and educate influential decision makers
- C5.5 Recognise and balance personal, professional and organisational values and priorities.
- C5.6 Lead, develop and evaluate performance to build an effective team
- C5.7 Empower others to achieve goals
- C5.8 Adapt leadership style to suit the situation
- C5.9 Establish and maintain a personal and professional support network
- C5.10 Persevere to achieve goals
- C5.11 Demonstrate confidence, energy, commitment and enthusiasm
- C5.12 Encourage ideas and identifies opportunities

C5.13 Remain calm whilst under pressure

Competency Six

Enabling and Managing Change

- C6.1 Explain the need for change in an effective way
- C6.2 Assess readiness for change and plans accordingly
- C6.3 Act accountably and accept personal responsibility
- C6.4 Effectively balance consultation and decisiveness in decision making
- C6.5 Use available evidence to appraise options
- C6.6 Anticipate and appreciate the impact of change and plans accordingly
- C6.7 Implement change and effectively manage the transition process
- C6.8 Evaluate the processes and outcomes of change
- C6.9 Recognise and tolerate ambiguity