

Royal Australasian College of Medical Administrators Competency Self Assessment Chart

Role (Domain)	Knowledge/ Skill	Competency	Level of Competence				
			Don't Know	Low	Moderate	High	Very High
			0	1	2	3	4
Role 1: Medical Expert	Knowledge of	Leadership theory/styles/techniques					
Role 1: Medical Expert	Knowledge of	Influence, power, levers for change					
Role 1: Medical Expert	Knowledge of	Doctors' motivations					
Role 1: Medical Expert	Knowledge of	Group dynamics, professionalism, bureaucracy					
Role 1: Medical Expert	Knowledge of	Define factors in clinical governance. Systems of clinical governance e.g. performance enhancement, credentialing					
Role 1: Medical Expert	Knowledge of	Key health system inquiries					
Role 1: Medical Expert	Knowledge of	Health systems theory and practice including funding models					
Role 1: Medical Expert	Knowledge of	Patient health care provision in relevant field					
Role 1: Medical Expert	Skill	Recruit, retain and manage performance of medical staff					
Role 1: Medical Expert	Skill	Develop options for influencing medical staff behaviour					
Role 1: Medical Expert	Skill	Employ high level communication/interpersonal skills					
Role 1: Medical Expert	Skill	Manage conflict and overcome obstacles					
Role 1: Medical Expert	Skill	Develop and implement clinical governance systems					
Role 1: Medical Expert	Skill	Manage medico-legal issues					
Role 1: Medical Expert	Skill	Manage complexity and paradox					
Role 1: Medical Expert	Skill	Implement a change management strategy					
Role 1: Medical Expert	Skill	Distill complex decisions					
Role 1: Medical Expert	Skill	Encourage a high level of commitment to the purpose and values of the organization					

Role 1: Medical Expert	Skill	Act consultatively Identify key players					
Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 1: Medical Expert	Behaviour	Act consistently					
Role 1: Medical Expert	Behaviour	Lead by example					
Role 1: Medical Expert	Behaviour	Display integrity					
Role 1: Medical Expert	Behaviour	Transparency and consultation					
Role 1: Medical Expert	Behaviour	Enthusiasm for clinical governance					
Role 1: Medical Expert	Behaviour	Accept all clients have a right to health care					
Role 1: Medical Expert	Behaviour	Generate confidence from others					
Role 2: Communication	Knowledge of	Healthcare issues. Give examples					
Role 2: Communication	Knowledge of	Different stakeholder groups Same as Key Players? Not clear how to interpret					
Role 2: Communication	Knowledge of	Organizational structure and relationships					
Role 2: Communication	Knowledge of	Communication theory and techniques and their specific applications (e.g., crisis communication, alternative dispute resolution, persuasion, reflection, etc.)					
Role 2: Communication	Knowledge of	Communication management theory					
Role 2: Communication	Skill	Build rapport with people at all levels					
Role 2: Communication	Skill	Communicate organisational mission, vision, objectives and priorities					
Role 2: Communication	Skill	Create, participate in, and lead teams (i.e., formulating team objectives, scope of work, roles; team building, etc.)					
Role 2: Communication	Skill	Demonstrate effective written, oral communication, and presentation (AV) skills					
Role 2: Communication	Skill	Tailor messages to different stakeholders e.g academic relationships, clinicians, staff, vendors relationships					
Role 2: Communication	Skill	Demonstrate high level abstraction and discrimination					

Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 2: Communication	Skill	Facilitate and dispute resolution					
Role 2: Communication	Skill	Function as an in-house consultant/educator					
Role 2: Communication	Skill	Identify and utilize human and technical resources to develop and deliver communications					
Role 2: Communication	Skill	Identify own and others communication styles					
Role 2: Communication	Skill	Provide and receive constructive feedback					
Role 2: Communication	Skill	Provide internal customer service					
Role 2: Communication	Skill	Use factual data to produce and deliver credible and understandable reports (e.g., financial; compensation; productivity) to stakeholders					
Role 2: Communication	Behaviour	Treat patients and colleagues courteously & respectfully, showing awareness & sensitivity to different cultures and backgrounds					
Role 2: Communication	Behaviour	Form effective interpersonal relations (e.g., integrity; trust; diplomacy; negotiation skills) to lead and work within teams					
Role 3: Collaborator	Knowledge of	Conflict resolution and grievance procedures					
Role 3: Collaborator	Knowledge of	Response and reaction to paradox					
Role 3: Collaborator	Knowledge of	Politics					
Role 3: Collaborator	Knowledge of	Drivers of demand and expenditure in health care					
Role 3: Collaborator	Knowledge of	Drivers of health issues for indigenous and other peoples					
Role 3: Collaborator	Knowledge of	Professional resource networks for risk-related activities					
Role 3: Collaborator	Skill	Negotiate to shared action					
Role 3: Collaborator	Skill	Problem solving					

Role 3: Collaborator	Skill	Work with other cultural groups to develop appropriate health services					
Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 3: Collaborator	Behaviour	Tolerance of ambiguity					
Role 3: Collaborator	Behaviour	Acceptance of alternative views					
Role 4 : Manager	Knowledge of	Systems thinking					
Role 4 : Manager	Knowledge of	Principles and practices of management and organizational behaviour					
Role 4 : Manager	Knowledge of	Management functions (e.g., planning; organizing; directing; controlling)					
Role 4 : Manager	Knowledge of	Business and operational processes including e.g.planning, indicators; benchmarks; systems; performance					
Role 4 : Manager	Knowledge of	Financial planning(e.g.cost-benefit analysis; cost-effectiveness analysis; business case) Financial planning methodologies (e.g., strategic planning; strategic financial planning; operational planning; budgeting; capital budgeting)					
Role 4 : Manager	Knowledge of	Australasian health care systems					
Role 4 : Manager	Knowledge of	Organizational dynamics, political realities, and culture					
Role 4 : Manager	Knowledge of	Contexts for disasters?					
Role 4 : Manager	Knowledge of	New technologies in health care					
Role 4 : Manager	Knowledge of	Clinical pathways and disease management					
Role 4 : Manager	Knowledge of	Customer satisfaction principles and tools					
Role 4 : Manager	Knowledge of	Data collection, measurement and analysis tools and techniques (e.g., root-cause analysis; process analysis; workflows)					
Role 4 : Manager	Knowledge of	Medical staff peer review and disciplinary process					
Role 4 : Manager	Knowledge of	National quality initiatives including patient safety					
Role 4 : Manager	Knowledge of	Patient communication systems					

Role 4 : Manager	Knowledge of	Quality improvement theories and frameworks					
Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 4 : Manager	Knowledge of	Quality planning and management					
Role 4 : Manager	Knowledge of	Capital budgeting principles					
Role 4 : Manager	Knowledge of	Fundamental productivity measures (e.g., hours per patient day; cost per patient day; units of service per man hour)					
Role 4 : Manager	Knowledge of	Operating budget principles (e.g., fixed vs. flexible, zero-based)					
Role 4 : Manager	Knowledge of	Employee satisfaction measurement and improvement techniques					
Role 4 : Manager	Knowledge of	Organizational policies and procedures and their functions					
Role 4 : Manager	Knowledge of	Characteristics of strategic decision support (e.g., planning; marketing; modeling; forecasting)					
Role 4 : Manager	Knowledge of	Crisis and disaster planning					
Role 4 : Manager	Knowledge of	Marketing principles and tools (e.g., competitive and market research and data analysis; sales; advertising)					
Role 4 : Manager	Knowledge of	Strategic planning processes development, and implementation (scenario planning, forecasting, etc)					
Role 4 : Manager	Knowledge of	Credentialing, medical malpractice, and professional liability					
Role 4 : Manager	Knowledge of	Risk assessments and analyses (e.g., at risk financial activities)					
Role 4 : Manager	Knowledge of	Risk management principles and programs (e.g., insurance; education; safety; injury management; patient complaint)					
Role 4 : Manager	Knowledge of	Risk mitigation (e.g., insurance; outsourcing; disaster recovery)					
Role 4 : Manager	Knowledge of	Risks related to personnel management					
Role 4 : Manager	Knowledge of	Risks related to quality management and patient safety					

Role 4 : Manager	Knowledge of	Health informatics (e.g., coding; communication standards; data standards)					
Role (Domain)	Knowledge/ Skill	Competency	Level of Competence				
Role 4 : Manager	Skill	Analyze and design the improved or new business practice and clinical processes (e.g., process mapping; flow diagramming) Analyze the current way of doing business and clinical processes (e.g., process mapping, flow diagramming)					
Role 4 : Manager	skill	Anticipate cause and effect relationships					
Role 4 : Manager	Skill	Collect and analyze data from internal and external sources relevant to each situation					
Role 4 : Manager	Skill	Conduct needs analysis, identify and prioritize options for action					
Role 4 : Manager	Skill	Develop action plans					
Role 4 : Manager	Skill	Identify alternate processes and potential solutions					
Role 4 : Manager	Skill	Perform audits of systems and operations					
Role 4 : Manager	Skill	Act on financial information					
Role 4 : Manager	Skill	Recommend knowledge-based solutions and courses of action that will enhance implementation of new processes and technologies					
Role 4 : Manager	Skill	Measure quantitative dimensions of systems and departmental effectiveness					
Role 4 : Manager	Skill	Organize and manage the human and physical resources of the practice to achieve input, buy-in and optimal performance					
Role 4 : Manager	Skill	Critically analyse financial statements					
Role 4 : Manager	Skill	Prepare and manage budgets, including annual operating budgets, project budgets and capital budgets					
Role 4 : Manager	Skill	Analyze financial reward versus risk					

Role 4 : Manager	Skill	Apply financial planning methodologies to organizational objectives					
Role 4 : Manager	Skill	Develop and use performance monitoring metrics (e.g., balanced scorecards; benchmarking)					
Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 4 : Manager	Skill	Establish business relationships with financial advisors					
Role 4 : Manager	Skill	Facilitate investment planning, management and compliance					
Role 4 : Manager	Skill	Formulate strategies for new equipment purchases in an environment of undercapitalization					
Role 4 : Manager	Skill	Provide stewardship of financial resources					
Role 4 : Manager	Skill	Manage departmental personnel processes, including performance appraisals; incentives; staff recruitment, selection, and retention; training and education; coaching and mentoring					
Role 4 : Manager	Skill	Design and implement monitoring systems for licensure, credentialing and recertification					
Role 4 : Manager	Skill	Develop contingency plans to mitigate the loss to the organisation of a high productivity clinicians					
Role 4 : Manager	Skill	Engage in workforce planning (e.g., recruitment; selection; retention; succession planning)					
Role 4 : Manager	Skill	Document and implement policies and procedures Evaluate and improve governing bylaws, policies and processes					
Role 4 : Manager	Skill	Interpret -federal, state and local regulations/laws					
Role 4 : Manager	Skill	Evaluate whether a proposed solution aligns with the organizational business plan					
Role 4 : Manager	Skill	Forecast technical and information needs of an organization					
Role 4 : Manager	Skill	Link the information technology plan to the business plan					

Role 4 : Manager	Skill	Develop and implement process improvement programs for clinic operations					
Role 4 : Manager	Skill	Develop and implement quality assurance and patient satisfaction programs					
Role 4 : Manager	Behaviour	Produces pragmatic solutions to problems					
Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 4 : Manager	Behaviour	Consistently calm in a crisis					
Role 4 : Manager	Behaviour	Acceptance of people's rights of access					
Role 4 : Manager	Behaviour	Cultural sensitivity					
Role 4 : Manager	Behaviour	Logical thinker					
Role 5: Health Advocate	Knowledge of	Describe major issues in public policy including health policy					
Role 5: Health Advocate	Knowledge of	Obtain information about ethics, consumerism, policy, law, resources allocation and population health					
Role 5: Health Advocate	Knowledge of	Evidence-based practice					
Role 5: Health Advocate	Skill	Articulate priorities					
Role 5: Health Advocate	Skill	Distill a message from evidence					
Role 5: Health Advocate	Skill	Knowing one's prejudices or biases					
Role 5: Health Advocate	Behaviour	Understand prevailing ethos in the political system in optimising health outcomes					
Role 6: Scholar	Knowledge of	Current developments in relevant knowledge fields					
Role 6: Scholar	Knowledge of	Methods of obtaining knowledge in the future					
Role 6: Scholar	Knowledge of	Current management knowledge and application contexts					
Role 6: Scholar	Skill	Identify gaps in own knowledge					
Role 6: Scholar	Skill	Conduct research					
Role 6: Scholar	Skill	Collect, collate and analyse data					

Role 6: Scholar	Behaviour	Accept importance of appropriately researched communications					
Role 6: Scholar	Behaviour	Think laterally and across paradigms					
Role 7: Professionalism	Knowledge of	Clinical and financial ethics in health care					
Role 7: Professionalism	Knowledge of	Values of the College					
Role (Domain)	Knowledge/Skill	Competency	Level of Competence				
Role 7: Professionalism	Knowledge of	Emotionally intelligent decision making					
Role 7: Professionalism	Knowledge of	Professional roles, responsibility and accountability					
Role 7: Professionalism	Knowledge of	Patient first behaviour					
Role 7: Professionalism	Knowledge of	Professional standards and codes of ethics					
Role 7: Professionalism	Skill	Conduct reflective self assessments					
Role 7: Professionalism	Skill	Identify personal strengths and weaknesses					
Role 7: Professionalism	Skill	Adopt and adhere to a values framework for behaviour					
Role 7: Professionalism	Skill	Tease out patient issues in a scenario					
Role 7: Professionalism	Skill	Acquire and stay current with the professional body of knowledge					
Role 7: Professionalism	Skill	Advocate for patients, families and communities					
Role 7: Professionalism	Skill	Implement ethical business decisions					
Role 7: Professionalism	Behaviour	Adapt to feedback					
Role 7: Professionalism	Behaviour	Positivity towards others					
Role 7: Professionalism	Behaviour	Serve as the ethical guide for the organization					
Role 7: Professionalism	Behaviour	Uphold and act upon ethical and professional standards					