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SWS Centre for Education and Workforce Development (SWSCEWD)
Eastern Campus
Liverpool Hospital
Elizabeth Street
Liverpool NSW 2170

Postal address:
Locked Bag 7279
Liverpool BC NSW 1871

Email: SWSLHD-CEWD@health.nsw.gov.au
Intranet: intranet.sswahs.nsw.gov.au/cewd
Internet: sswahs.nsw.gov.au/cewd
Phone: (02) 8738 5920
Fax: (02) 8738 5931
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Introduction

SWSLHD Vision: Leading care, healthier communities

Administration Staff provide key supporting structures within our district. They interact on a daily basis with staff, patients, carers and key stakeholders. It is imperative they have the knowledge, skills and capabilities to provide service and support within the dynamic environment in which they work.

The Administration Staff Professional Development Pathway (ASPD) is South Western Sydney Local Health District’s (SWSLHD) approach to the development and support of Administration Staff. It has been developed so that it supports and aligns to our CORE values (Collaboration, Openness, Respect and Empowerment) and the -

Key principles of Transforming Your Experience
1. Provide consistent high quality patient care
2. Strengthen quality and safety processes
3. Engage staff, patients and communities by listening, respecting and responding
4. Nurture and value good leadership and professional interactions.

It applies to all levels of administration staff across the District, although it is acknowledged there may be additional role specific requirements.

It has been designed so that the staff member’s learning and development will occur through experiences in the workplace, support from others and through structured courses – either online or face to face. It has been designed to be incorporated into the staff member’s Performance Development Review (PDR) process in consultation with their manager.

Target Audience for the ASPDP

The ASPDP applies to staff that are currently in an administration support role. It is highly recommended that any administration support staff that have been in their role for less than two (2) years, or are new to the position, complete the ASPDP.

Those who have been in their role for two (2) years or more are encouraged to review the ASPDP together with their Manager and participate in any areas that have been identified as areas that need refreshment. This can be included as the agreed professional development activities as part of their PDR process.

The ASPDP will also assist managers to identify and support staff for the purpose of succession planning within SWSLHD.

Purpose

The purpose of the ASPDP is to provide a pathway for current and new administration support staff to build on their knowledge, skills and capabilities. It has been designed so the staff member can
prioritise their development needs and capture opportunities as they consolidate and expand upon their knowledge, skills and capabilities to be successful in their role.

**Learning Outcomes**

On successful completion of the ASPDP, staff members will be able to:

1. Effectively communicate with a range of stakeholders including patients, carers, family members and other health workers (oral and written communication) to achieve positive outcomes
2. Collaboratively work with others in a healthcare setting to ensure quality customer service is delivered at all times to internal and external customers
3. Learn to extract, analyse and use data to facilitate effective decision-making
4. Demonstrate a mastery of the core functional areas of administration including customer service, organisational skills, emotional intelligence, word processing and data analysis
5. Learn to apply best practices of business administration in the functional areas relevant to their role.

**Education Opportunities**

Through extensive consultation and focus groups across SWSLHD, six (6) skill sets were identified. A toolkit has been developed to assist both the staff member and their manager to use when navigating the pathway. This toolkit can also be included as the Professional Development Plan section for the staff member’s Performance Development Review and can be found on the SWSCEWD website.

Courses have been listed within each skill set which identify minimum education requirements and additional development opportunities. The courses listed are not conclusive but an indicator of what education opportunities are available for each skill set.

The education opportunities are offered by a range of services including South Western Sydney Centre for Education and Workforce Development (SWSCEWD), the Health Education and Training Institute (HETI), NSW Health Registered Training Organisation (RTO) and the South Western Sydney Local Health District (SWSLHD) facilities. The ASPDP is mapped to:

1. SWSLHD Education and Training Plan
2. The New South Wales (NSW) Public Sector Capability Framework
3. The National Safety and Quality Health Service Standards
4. The SWSLHD Transforming your Experience Strategy

It is vital that the learning completed during this professional development journey is supported with opportunities to apply and practice the newly acquired skills within the work environment. It is the responsibility of the manager to provide these opportunities and for the staff member to proactively pursue these opportunities.
Recognition of Prior Learning

Recognition of prior learning (RPL) is the acknowledgement of a staff member’s previous education and work experience. In order for RPL to be applied, the demonstration of knowledge and skills must map to a skill set(s). The Checklist document also provides an RPL Form that staff members are to complete if they wish to apply for RPL.

How to Enrol

A Manager may discuss with a staff member enrolling and commencing on the ASPDP; alternatively a staff member interested in developing their knowledge, skills and capabilities may approach their manager.

In both instances the process identified in Figure 1 is to be followed.

Figure 1: ASPDP Process

- **Step 1**: Manager and Staff member discuss opportunity to develop knowledge, skills and capabilities.

- **Step 2**: Staff member conducts a self-assessment using the checklist.
  - Staff member reviews their self-assessment responses with their Manager and identifies the skillsets requiring a refresher and/or development.
  - NB: the Checklist forms part of the Performance Review Cycle.

- **Step 3**: The staff member applies for the pathway through My Health Learning (MHL).
  - Manager approves the application through MHL.
  - Staff member applies for RPL if appropriate. Refer to RPL Process Guide on the SWSCEWD website.

- **Step 4**: The staff member and their Manager nominate a Support Person/Mentor to assist them through the ASPDP.
The Checklist

The Checklist has been designed to support a structured conversation between the staff member and their manager. It can be used as a resource for the staff member and their manager to have regular conversations as the staff member progresses through the pathway and develops their knowledge, skills and capabilities.

Evaluation Methodology

Evaluations will be conducted at 50% and 85% completion of the pathway education requirements – as listed in the course guide. Evaluations will measure the staff member’s reflection on their development of the skill sets required by an Administration Support Officer, as identified within the ASPDP document.

Managers will also be surveyed on their perception of their staff member’s development of the skill sets required by an Administration Support Officer, as identified within the ASPDP document. This will be conducted when their staff member has completed the education requirements.

Reporting

Managers will be able to run reports for the ASPDP in My Health Learning at any time to establish their staff member/s progress through the pathway.

Contact Details

SWSCEDW has designated a Workforce Educator to provide support and direction. For all enquiries, please contact:
Jyoti Khanvilkar
LMS Administrator and Workforce Educator
Jyoti.Khanvilkar@health.nsw.gov.au

References

## Table 1: The Skill Sets

**Key:**
- Denotes part of Mandatory Training
- Nationally Recognised Training – contains competency assessment items to be completed

<table>
<thead>
<tr>
<th>#</th>
<th>Area of expertise</th>
<th>Skillsets required</th>
<th>Education Opportunities</th>
</tr>
</thead>
</table>
| 1 | Communication & Interpersonal Skills | 1. Oral & written skills  
2. Learning to listen  
3. Writing minutes  
4. Effective Reports – written & verbal  
5. Interdisciplinary communication (work under broad supervision)  
6. Knowledge of relevant policies & procedures  
7. Working with complex teams  
8. Develop positive work relationships  
9. Problem Solving Skills  
10. Negotiation Skills  
11. Conflict Management  
12. Managing Changing Work Environments | Building Effective Teams  
Easy guide to writing  
Effective Business Case Design  
Effective Minute Taking  
Effective Workplace Conversations  
Emotional Intelligence  
In My Shoes  
Interprofessional Communication  
Let’s Talk Disability  
Manage Conflict  
Manage Grievance Early  
Microsoft Word, Excel, Access, Outlook (basic, intermediate, advanced)  
Myers Briggs Type Indicator & Emotional Intelligence  
Negotiation Skills  
Small Acts of Kindness  
Team Work – Personalities and Flexible Team Interactions  
Team Work – Team Processes  
Working in Culturally Diverse Contexts | Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online  
Online |
| 2 | Quality Customer Service | 1. Working effectively with Patients, Carers and Family Members  
2. Working effectively with a range of staff across departments, professional groups and external organisations | Asking the Question: Improving the Identification of Aboriginal People  
Complaints Management at Point of Service  
Customer Service  
Transforming your Customers Experience – Effective Customer Service  
First Contact – Customer Service  
Patient Transport Service (PTS)  
Small Acts of Kindness | Online  
Online  
Online  
Online  
Online  
Online  
Online |
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<th>Education Opportunities</th>
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<tr>
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<td>Ownership</td>
<td>1. Accountability 2. Exercise Initiative 3. Work under pressure 4. Self-Supervision</td>
<td>Accountability – Improving the way we work</td>
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</tbody>
</table>

- Making Meetings Work
- Managing your Time
- Introduction to Work Health and Safety
- Building a safe Workplace Culture
- Recordkeeping and you: Supervisors and Managers
- Available on State Records website. Refer to links provided below.
- Your responsibilities for managing email
- Available on State Records website. Refer to links provided below.


- Accountability
- Exercise Initiative
- Work under pressure
- Self-Supervision
- Firstnet, EMR, PAS, Recruitment system, Stafflink, HR IT, Registry of Births, Deaths and Marriages, Rostering system, Oracle, Payroll, Stock Management System, HPCM, Records Management systems
- This is a list of some of the online systems administrative staff may require access to, to complete their ongoing duties.
<table>
<thead>
<tr>
<th>#</th>
<th>Area of expertise</th>
<th>Skillsets required</th>
<th>Education Opportunities</th>
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</thead>
</table>
|   |                   |                    | • All staff may not require access to each one of the listed systems. This should be discussed with the Manager prior to requesting access and training.  
• There may be other systems that staff may require training and access to, which are not listed here. Managers can identify these systems and organise access and training for their staff as relevant.  
iProcurement (pathway) | |
|   |                   | 1. Engage in Continuous Quality Improvement process  
2. Accreditation – evidence gathering  
3. Understand auditing requirements | iProcurement (pathway)  
My Health Learning Scheduler Training  
Medical Terminology Education and Practice  
BSBMED301 Interpret and apply medical terminology appropriately  
Microsoft Office Suite (Word, Excel, Outlook, PowerPoint, Access) | Online  
Face to Face  
Online  
Face to Face  
Online |
| 6 | Quality           | Auditing is Everyone’s Business  
Fraud and Corruption  
Improvement Science | Auditing is Everyone’s Business  
Fraud and Corruption  
Improvement Science | Online  
Online  
Online |

**Additional Development Opportunities:**

(The following learning opportunities may not be suitable for all administration officers. It is recommended that you discuss the relevance & suitability of the training listed below with your manager prior to enrolling into the course/program)

• 101052286 AIM (Accelerating Implementation Methodology) (2 days - face to face)  
• HLT37315 Certificate III in Health Administration – (10 days - face to face)  
• BSB42015 Certificate IV in Leadership and Management (9 days - face to face)  
• 94194908 Lean Thinking (online)  
• Ministerial and Policy Writing Baseline Workshop (2 days – face to face)  
• Various HealthRoster Modules (online)  
• 39980660 Introduction to Work, Health and Safety for Managers (online)  
• 45604408 Injury Management (online)
Table 2: The Mapping

<table>
<thead>
<tr>
<th>Learning Outcomes (numbers only)</th>
<th>NSQHSS 2nd Edition</th>
<th>MAPPING Public Sector Capability Framework</th>
<th>SWSLHD E&amp;T Plan</th>
<th>SWSLHD TYE Plan</th>
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<td>Advanced</td>
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<td>Results</td>
<td>Adept</td>
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<td>Relationships</td>
<td>Advanced</td>
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<td>Business Enablers</td>
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<tr>
<td></td>
<td></td>
<td>Occupation Specific</td>
<td>Adept</td>
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