# Charge Nurse Manager
## Psychogeriatric Kingsley Mortimer Unit
### Position Description

<table>
<thead>
<tr>
<th>Date</th>
<th>March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>Charge Nurse Manager</td>
</tr>
<tr>
<td>Department</td>
<td>Older Adults &amp; Home Health: Mental Health Service Older Adult – acute inpatient</td>
</tr>
<tr>
<td>Location</td>
<td>North Shore Hospital</td>
</tr>
</tbody>
</table>

**Reporting To**

- **Operations Manager** for meeting performance objectives as regards financial, team/people management and clinical service strategy
- **Clinical Nurse Director** for maintenance of professional standards, the development of professional practice and the skilled direction the professional workforce
- **Close cooperative partnerships** with the Clinical Director MHSOA, Professional Leads for Allied Health, and the Head of Division Nursing Mental Health & Addictions Division

**Direct Reports**

- All health professionals, Health care assistants(excludes medical staff)

**Functional Relationships**

- **Internal**
  - Patients and families
  - Medical staff
  - MHSOA Nurse Practitioner
  - MHSOA Nurse Educator
  - MHSOA Clinical Nurse Specialist
  - Dementia Nurse Specialist
  - MHSOA community Team Managers
  - Support Service Manager OA&HH
  - Liaison Psychiatry Team Leader
  - Consumer Advisor
  - Allied Health Professional Advisors
  - Needs Assessment Service Coordinators
  - General Mental Health Services
  - CADS
  - Cultural Services
  - Clinical Support Services
  - Charge Nurse Managers
  - Duty Nurse Managers
  - Clinical Nurse Specialists
  - Clinical Nurse Educators
  - Associate Director of Nursing

- **External**
  - Director of Nursing and Midwifery
  - Quality team
  - Support Services: pharmacy, laboratory, clinical engineering, facilities, leaning and orderly staff
  - MHSOA colleagues in other DHBs
  - Other Mental Health Services
  - Residential aged care facilities
  - NGO Providers
  - Primary Care Providers
  - Professional and Union Organizations
  - District Inspectors
  - Police
  - Health Advocates
  - Schools of Nursing tutors
  - HealthAlliance
  - Human Resources
  - Recruitment
  - Procurement

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Waitemata Health - JOB DESCRIPTION – Charge Nurse Manager Psychogeriatric KMU. Approved Director of Nursing & Midwifery 14/03/2018
Charge Nurse Manager  
Psychogeriatric Kingsley Mortimer Unit

Position Description

DHB Purpose, Values and Standards

At the heart of Waitemata DHB is our promise of ‘better care for everyone’. This promise statement is the articulation of our three-fold purpose to:

1. promote wellness,
2. prevent, cure and ameliorate ill health and
3. relieve the suffering of those entrusted to our care.

At the heart of our values is the need for all of us to reflect on the intrinsic dignity of every single person that enters our care. It is a privilege to be able to care for patients, whānau and our community, a privilege that is sometimes overlooked in our day to day work.

Our standards and behaviours serve as a reminder to us all about how we are with our patients and with each other.

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Purpose of this role

Proactive and dynamic clinical leadership and operational management of the unit and team. Includes management of staff, systems and resources to support 24/7 quality service delivery and team functioning; monitoring of standards of care and practice, liaising with patients/ and family/whānau.

- The Charge Nurse Manager (CNM) is the professional and clinical leader who actively contributes to, and is accountable for, meeting key nursing and organizational priorities and objectives.
- The CNM operationalizes the core values of nursing and the organization by ensuring a safe and supportive environment for patients and staff.
- The CNM provides proactive, dynamic clinical leadership and operational management, coordinating the pre and post procedure care, staff, systems and resources to meet the needs of the patients and their families to the highest standard, efficiently and effectively.
- The CNM is accountable for the professional development of staff to ensure they deliver excellence in clinical practice, managing clinical risk and implementing systems and processes to improve patient access to services and achieving quality outcomes for care.
# Charge Nurse Manager
## Psychogeriatric Kingsley Mortimer Unit
### Position Description

**KEY ACCOUNTABILITIES**

<table>
<thead>
<tr>
<th>Domain One</th>
<th>Professional responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professional Leadership</strong></td>
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<tr>
<td></td>
<td>Promotes a quality practice environment that supports the health professional’s ability to provide safe, effective and ethical nursing practice</td>
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<tr>
<td></td>
<td>Role models expectations and reinforces systems and processes to ensure clinical standards and DHB values are evident in service delivery. Policies, procedures and guidelines are accessible for staff reference. Ensures that clinical standards are met</td>
</tr>
<tr>
<td></td>
<td>Sets and clearly communicates clinical standards and behavioural expectations for all staff providing care on the unit and holds staff accountable for meeting these expectations. Conduct in the workplace is ethical and professional according to Nursing Practice Code</td>
</tr>
<tr>
<td></td>
<td>Role models leads by example collaboration with interdisciplinary teams and engagement with specialists to support clinical reasoning and professional judgement in nursing practice issues and decisions meets the needs of patients at risk</td>
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<tr>
<td></td>
<td>Undertakes or leads specific service or organisational portfolio responsibilities, optimising patient safety.</td>
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<tr>
<td></td>
<td>Demonstrates willingness to participate as a member of the service senior nursing team, and implements clinical practice initiatives, systems and processes related to health directives, and as agreed by the team, to ensure consistency of best practice across the service. Participates in professional discussions in order to influence development of the profession and services</td>
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<tr>
<td></td>
<td>Proactively communicates across the MHSOA teams throughout the day to ensure efficient and effective admission and discharge planning.</td>
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<tr>
<td></td>
<td>Situational Awareness - knows what is happening across the whole specialty monitoring and assessing waitlists to proactively plan for admissions.</td>
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<tr>
<td></td>
<td>Monitors length of stay and addresses clinical and process issues including delays.</td>
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</tbody>
</table>
**Charge Nurse Manager**

**Psychogeriatric Kingsley Mortimer Unit**

**Position Description**

| Professional Practice development | • Meets all registered nurse PDRP competencies at minimum of RN Level 4 requirements – refer generic RN competencies  
• Perceived as highly effective, progressive and knowledgeable in area of practice, according to legal, ethical, cultural safety/ sensitivity and professional standards.  
• Self-directed in achieving learning and development plan, including PDRP responsibilities/current portfolio. Attends educational opportunities and conferences. Has presented own portfolio for assessment that meets the accepted standard as a senior nurse  
• Actively participates in professional nursing groups, maintains local, regional and national networks.  
• Seeks feedback on own performance, then acts on it.  
• Seeks monthly professional supervision and also engages with the Clinical Nurse Director to discuss how to address areas of difficulty and review quality of practice.  
• Assists in the implementation of nursing practice and models of care appropriate to patient/client population needs  
• Manage the environment, equipment, systems, financial and people resources that deliver cost effective service to the highest standard and consistently achieves KPIs  
• To provide effective leadership and operational management of the inpatient services and ensuring seamless integration of these services within the overall model of care. |
| --- | --- |
| Domain Two | Management of nursing care  
*Includes accountability related to patient/client assessment and management of advanced nursing care that is supported by evidence*  

**Clinical Management of Nursing Care**  
*Clinical Visibility, Practice monitoring*

| • Undertakes daily leadership rounds focusing on the sickest, most vulnerable and at risk patients  
• Service delivery is patient and whanau (family) focused ensuring a positive patient experience  
• Develops and utilises systems and processes to ensure that patient flow KPIs are met. Referrals, admissions and discharges are managed efficiently and effectively  
• Ensures appropriate patient allocation and shift co-ordination, and actualisation of Trendcare data as per required standard  
• Situational Awareness - knows what is happening across the whole specialty monitoring and assessing waitlists / elective volume to proactively plan for admissions  
• Works alongside medical staff to ensure that the patient / family /whanau receive explanation of the effects, consequences and alternatives of proposed treatment options.  
• Ensures that documentation is accurate and maintains confidentiality  
• Ensures the current WDHB values are adhered to in practice |

**Equipment & Supplies**

| • Equipment is checked, available appropriate to the service needs, is well maintained i.e. clean, serviced. Works with Clinical Engineering to ensure regular maintenance. Plans replacement programme/CAPEX with manager.  
• Inventory of equipment and supplies is current and staff trained in effective use of equipment  
• Undertakes evaluation of new products and seeks ways to minimise costs and support standardisation  
• Correctly completes capital expenditure submissions |
### Charge Nurse Manager
Psychogeriatric Kingsley Mortimer Unit

**Position Description**

<table>
<thead>
<tr>
<th>Human Resource Management Team</th>
<th>Recruitment</th>
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<tbody>
<tr>
<td>- Have good systems for managing the differentiated team, including knowledge of skill/practice level, development plans, education plans, appraisal schedule. Reviews staffing profiles</td>
<td>- Knows where to access and how to follow and implement HR policies, processes and guidelines. Sets up and applies employment contracts consistently</td>
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<tr>
<td>- Meet regularly with the team to keep them informed, updated, to address systems issues and plan together, celebrate and team build. Holds monthly minuted team meetings, ensures all staff access to 1:1 meetings and annual appraisals</td>
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<tr>
<td>- Meet regularly with individuals to develop their potential and confirm motivation/resilience</td>
<td>- Work confidently with Recruitment and Human Resources team to manage staff recruitment, selection and planned orientation</td>
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<tr>
<td>- Actively manages attraction, recruitment and retention of staff in the unit. Vacancies are maintained at a minimum. Turnover trends are monitored closely and issues addressed</td>
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</tr>
<tr>
<td>- Leads innovative and professional team building activities</td>
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</tr>
<tr>
<td>- Tension and conflict is managed positively and issues resolved to the satisfaction of all involved. Explores the needs, concerns and interests of others. Communicates clearly/succinctly in appropriate style and presents effectively in various situations.</td>
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<tr>
<td>- Builds an environment of excellence and innovation that empowers nurses and other team members to be active participants in the multidisciplinary team</td>
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### Charge Nurse Manager
Psychogeriatric Kingsley Mortimer Unit

**Position Description**

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<th>Planning</th>
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<tbody>
<tr>
<td>• Annually reviews workforce plan with operations manager and Clinical Nurse Director including nurse educator and allied health professional leads. Uses Trendcare data in annual budget planning. Anticipates new graduate /NESP intakes and reviews skill mix in light of workforce availability.</td>
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</tr>
<tr>
<td>• Contributes to the Division learning framework planning ensures staff scheduled for the annual Training Plan to meet identified training needs</td>
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</tr>
<tr>
<td>• Supports staff development and progression to achieve current level of practice and progression needs. All nurses and allied health staff are supported to achieve their own professional and practice goals.</td>
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</tr>
<tr>
<td>• Identifies and implements strategies to recruit and retain staff to ensure staff are employed with the skills and attitudes that align with the DHB values and specialty health nursing competencies</td>
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<tr>
<td>• Initiates, develops and implements flexible workforce models that are responsive to the changing needs of patients and staff</td>
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**Coordinates the delivery of multidisciplinary care**

• Ensures effective multidisciplinary, MHSOA community and primary care engagement to ensure consumer needs are achieved in a timely manner.

• Works collaboratively with interfacing departments / primary care

• Provide effective co-ordination function through visible on the floor support of staff and monitoring of daily activity

• Facilitates physical flow to and from and within both areas to enable timely access for patients.

• Ensures appropriate discharge protocols are in place prior to patient discharge and works closely with allied health and pharmacy to ensure average length of stay targets are met

• Ensure appropriate emergency support service in place all hours

• Ensures appropriate after hours supports are in place for nursing staff and staff are appropriately trained

• Facilitates and monitors standards to ensure that practice reflects recommended best practice guidelines for older people in an acute mental health inpatient unit

• Monitors that staff demonstrate effective customer service and act as an advocate for the patient and their support, facilitating informed decision making for patients

• Assists the Operations Manager to develop plans that achieve performance targets
### Charge Nurse Manager
Psychogeriatric Kingsley Mortimer Unit

#### Position Description

| Scheduling / Rostering | • Leads, plans and manages the inpatient unit within allocated resources in an efficient and effective manner.  
|                        | • Schedules workforce and resources to deliver a responsive and efficient service within the hours of operation, flexing staff as required meeting patient need.  
|                        | • Rostering is compliant with policy and PSA guidelines: is safe, fair, balanced and cost effective. Skill mix is appropriate and cost effective. Monitors that rostering is safe and cost effective. Is proactive in addressing planned absences and roster shortfalls. Staff absences are monitored and addressed to support the staff member and support the team.  
|                        | • Workforce and resources scheduled to deliver a responsive and efficient service 24 hours a day 7 days a week and using person centred care model of practice  
|                        | • Coordinates resources present [right people/skill mix in the right place/roster] with staff doing the right things [standards & supervision], at the right time [monitoring] to achieve the right outcome. Coordinates day to day staffing and resources; is involved in assessing changing patient needs and putting strategies and resources in place to meet those needs. |
| Performance Development & Management | • All staff receive support during orientation with preceptor, receive access to learning and competence assessment, appraisal annually, a development plan of skill and expertise and acknowledges their potential e.g. resource role, levels of practice, access to education opportunities. Includes audit of practice, appraisal, development plan, coaching and feedback. 100 % compliance with mandatory and core training for safety.  
|                        | • Performance issues are addressed through clear expectations, coaching, goal setting and feedback  
|                        | • Reports quarterly that all nurses’ and allied health clinicians hold current annual practising certificates, and are up to date with portfolios. Keeps the Clinical Nurse Director informed of changes and any issues  
|                        | • Develops leadership skills in nursing staff to effectively manage the team after hours  
|                        | • Provide strong, consistent and effective professional leadership. Uses participative decision-making procedures whilst maintaining overall control of the team. Understands individuals’ abilities and limitations and manages these effectively. |
| Financial Management | • Manages staff and consumable costs within annual budget allocation. Monitors/reports on use of casuals/agency and overtime and manages within budget  
|                        | • Maintains a monthly staff vacancy spread sheet to assist with FTE planning within own area and across the service  
|                        | • Identifies opportunities for savings/efficient utilisation of resources  
|                        | • Plans and manages people, the inpatient unit, systems, processes and resources to ensure that service and patient needs are met within allocated resources in an efficient and effective manner.  
|                        | • Reviews expenditure each month, interacting with Business Analyst and Operations Manager. Reports and explains monthly variances and trends. Takes appropriate action in response.  
|                        | • Prepares and monitors budgets. Manages budget within allocation and reports any variances to the Operations Manager  
|                        | • Resources and imprest processes meet needs and minimise cost. Identifies and reports in a timely way where resource/finance constraints are affecting best practice  
|                        | • Recommends and introduces changes in operational processes to minimise cost & wastage in use of resources |
### Domain Three  
**Interpersonal relationships and enhancing the patient experience**  
*Includes accountability for interpersonal and therapeutic communication with clients/patients and members of the health care team.*

- Demonstrates clinical and professional leadership through effective teamwork and collaborative relationships  
- Role models advanced therapeutic communication when establishing, maintaining and concluding relationships with patients, families/whanau, coordinating interdisciplinary team care planning in partnership with the patient/whanau  
- Demonstrates strong relationship management skills that result in professional credibility, good patient outcomes and integrated care.  
- Uses highly developed communication, change management and leadership skills to create strong morale and spirit in the team  
- Ensures strong linkages to Adult Mental Health Services by attending GMHS forums  
- Communicates to a wide range of people using reports, meetings, and forums. Clear, formal and informal communication at all levels using a professional, diplomatic and concise approach using oral and written communication. Can get messages across that have the desired effect.  
- Demonstrates a non-confrontational approach and an ability to open up communication lines so that issues can be addressed.  
- Assists the Operations Manager, clinical nurse director and allied health professional leads to develop service plans to achieve performance targets  
- There is contribution to strategic planning processes through service clinical quality meetings and operational meetings  
- The strategic plan is communicated and disseminated to the multi-disciplinary team

### Domain Four  
**Interprofessional healthcare and quality improvement to deliver organisational objectives**  
*Includes accountability for evaluating the effectiveness of care and promotion of nursing perspective within the health care team.*

<table>
<thead>
<tr>
<th>Quality Improvement</th>
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</table>
| Has a quality plan for the ward/unit and actively leads the audit and PDSA programme/corrective actions to improve quality & care improvement, risk management and resource utilisation review. Includes trending and auditing and developing appropriate responses. Produces an annual report of quality activity and achievements.  
| Actively participates in quality improvement forums, audits, weekly review of practice and operational meetings to ensure that practice is based on best practice guidelines and meets legislative requirements for the population served.  
| Implements best practice pathways, protocols and guidelines in the area of mental health of older people that are research based. Change agent/leader - Identifies efficiencies through new and innovative ways of working, improve quality of care and patients experience  
| Leads the team to achieve Patient Whanau Cantered Care Standards, including consistent audit participation  
| Participates in interdisciplinary case review processes and clinical supervision  
| Engages in Senior Nursing Practice meeting to ensure practice is contemporary and based on best practice guidelines.  
| Manages incident and complaint investigations and audits/review of practice standards in a timely manner and the necessary corrective actions are implemented and evaluated |
Position Description

- Implements the structured risk identification and management approach to identify clinical risks and implement processes and practices to monitor and mitigate these risks.
- Monitors that clinical practice is at the highest standard possible: in particular that nurses undertake comprehensive and accurate mental health nursing assessment, using BATOMI and physical health assessment as well as on-going implementation and evaluation of care.
- Actively implements improvement initiatives to achieve targets and identified KPI to show that the service is achieving safety standards.
- Staff satisfaction is measured and acted upon where feedback is collated and corrective actions are discussed and implemented where possible.
- Is Fire Warden and knows how to respond and support in an emergency situation.
- Leads the development and delivery of the Quality and Risk Management plan and audit program for the unit.
- Implements a structured risk management approach to identify clinical risks and implement processes and practices to monitor and mitigate these risks.
- Monitors key indicators to show patients are achieving safety standards.
- Schedules audit to monitor practice performance and communicate results so that clinicians are motivated to attain a high standard of practice outcomes. Includes meeting HDSS standards.
- Ensures that organisational policies and procedures are followed by staff and that clinical standards are met.
- Contributes to the development and nurturing of the culture and enhance the multidisciplinary team by providing sound leadership to the staff within the unit.
- Champions the productive model and demonstrates positive leadership of team to deliver efficient and effective service.
- Encourages teamwork through acknowledgement of contribution and open communication.
- Sets and clearly communicates clinical standards and behavioural expectations and holds staff accountable for meeting these expectations.
- Works actively with staff to ensure service delivery is of a high standard.
- Models effective and positive communication, acts as an advocate for the team and patients.
- Builds interdisciplinary and interdepartmental cooperation and respect amongst staff.
- Collaborates with other staff in key leadership roles to support the achievement of the strategic, financial and operational goals.
- Collaborates with WDHB staff to ensure alignment with WDHB’s organizational goals and operational management. Participates in service development and strategic leadership to enhance the patient experience and application of values in practice.
- Implements and manages initiatives to address differential access to healthcare services for Maori.
- Assists the Operations Manager to develop service plans to achieve performance targets.
<table>
<thead>
<tr>
<th>Strategic and Service Development</th>
<th>Contributes to service strategic planning and implements changes</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>• Researches and keeps abreast of new mental health for older people best practice guidelines and developments which enhance quality of care, patient outcomes and improves efficiencies.</td>
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<tr>
<td></td>
<td>• Builds an environment of excellence and innovation that empowers clinicians to be active participants in the multidisciplinary team.</td>
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<tr>
<td></td>
<td>• Facilitates and leads staff to continuously review and improve practice</td>
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<td></td>
<td>• Contributes to service strategic planning and implements changes</td>
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<td></td>
<td>• Leads improvement and change programmes</td>
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<td></td>
<td>• Implements innovative initiatives to create positive team relationships</td>
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<td></td>
<td>• Assists the Operations Manager to develop unit plans that achieve performance targets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>To recognize individual responsibility for workplace Health &amp; Safety under the Health and Safety at Work Act 2015</th>
<th>Contribute to a safe and healthy workplace at WDHB by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Employees</td>
<td>• Following &amp; complying with H&amp;S policies &amp; processes &amp; applying them to their own work activities, including using/wearing Personal Protective Equipment as required.</td>
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<tr>
<td></td>
<td>• Participating in activities directed at preventing harm &amp; promoting well-being in the workplace</td>
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<td></td>
<td>• Identifying, reporting &amp; self-managing hazards where appropriate</td>
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<tr>
<td></td>
<td>• Early and accurate reporting of incidents at work and raising issues of concern when identified</td>
</tr>
</tbody>
</table>

**VERIFICATION:**

Employee: __________________________________________

Department Head: ____________________________ Date: _______________

*Note: This job description forms part of an individual’s contract of employment and must be attached to that contract*
Charge Nurse Manager
Psychogeriatric Kingsley Mortimer Unit

Position Description

PERSON SPECIFICATION

Job Title: Charge Nurse Manager

<table>
<thead>
<tr>
<th>Specification</th>
<th>Expectations</th>
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<tbody>
<tr>
<td>Education and Qualifications</td>
<td>• Registered Nurse [RCpN, RGON, BHSC]</td>
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<td></td>
<td>• Current APC as Registered Nurse in New Zealand. Able to work in a mental health practice setting</td>
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<td></td>
<td>• Post graduate certificate/diploma in specialty practice nursing, preferably in older adult mental health or gerontology setting</td>
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<tr>
<td></td>
<td>• Masters in Nursing or equivalent and relevant in leadership and or management [preferred]</td>
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<tr>
<td>Experience</td>
<td>• Minimum of 5 years post registration experience, and 3 years in older adult mental health nursing practice at Level 3 (Proficient) as a minimum. RN 4 preferred</td>
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<td></td>
<td>• Experience in clinical professional leadership</td>
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<td></td>
<td>• Experience in working in an acute mental health inpatient unit in a large or complex organization</td>
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<tr>
<td></td>
<td>• Minimum of 5 years post registration Contemporary clinical practice for elderly people with complex clinical health needs</td>
</tr>
<tr>
<td></td>
<td>• Experience in clinical professional leadership</td>
</tr>
<tr>
<td></td>
<td>• Experience in working in an acute admitting mental health inpatient unit in a large or complex organization</td>
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<tr>
<td>Skills/Knowledge/Behaviour</td>
<td>• Contemporary nursing knowledge and skill – with knowledge of evidence-based practice requirements. A positive Nursing identity</td>
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<td>• Demonstrated operational management/care coordination skills</td>
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<td>• Dynamic and creative approach to nursing care of older people with mental health needs and education</td>
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<td>• People Management in a complex environment</td>
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<td>• High professional standards and motivates a team to achieve expectations</td>
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<td></td>
<td>• Evidence of strong commitment to quality improvement</td>
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<td></td>
<td>• Financial management</td>
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<td></td>
<td>• Participant in strategic developments across the continuity of care, integrating, hospital community and primary health care</td>
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<td></td>
<td>• Quality Management at Service level. Includes incident and complaints management</td>
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<td></td>
<td>• Able to work with patients and families with complex needs. Skilled to address patient learning needs</td>
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<td></td>
<td>• A passion for improving older peoples’ mental health nursing practice and standards of care</td>
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<td></td>
<td>• Project management and quality improvement processes</td>
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<td></td>
<td>• Evidence of good relationships in ensuring continuity of care: hospital and community care</td>
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<tr>
<td>Personal Attributes</td>
<td>1. Personal Attributes</td>
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<tr>
<td></td>
<td>• Positive and enthusiastic</td>
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<td></td>
<td>• Possesses a good sense of humour</td>
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<td></td>
<td>• Strong and self-reliant</td>
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Charge Nurse Manager
Psychogeriatric Kingsley Mortimer Unit

Position Description

- Calm and mature
- Consistent
- Realistic
- Some awareness of the Health and Safety impacts on an organisation
- Seeks advice and guidance from colleagues and other disciplines as required
- Self-directed and motivated

2. Teamwork
- Sensitive and constructive to others
- Seeks out opportunities to support others in achieving goals
- Effectively shares information with colleagues
- Inclusive of colleagues
- Resilience, flexible and willing to work across a range of clinical settings

3. Self-Management
- Recognises and respects individual differences
- Develops positive working relationships with staff and managers
- Identifies and seeks to meet their needs.
- Treats them as first priority
- Upholds confidentiality, behaves with integrity and discretion
- Positive professionally mature

4. Communication skills
- Very strong written and verbal communication skills
- Excellent communicator – clear and complete at all times
- Sets high standards and strives to achieve challenging goals
- Displays drive and energy and persists in overcoming obstacles
- Acts as a good health and safety role model to others
- Acts in a positive manner
- Copes well under pressure, is resilient to change and understands personal limitations
- Is proactive and displays initiative
- Is able to communicate effectively on the phone and via computer and face to face with a variety of people
- Is able to communicate without engendering conflict

5. Learning
- Makes effective decisions within appropriate timeframes and levels of responsibility
- Knows when to ask for help