

Regulatory Authority Capability Framework

Technical competencies

The Queensland Regulatory Authority Capability Framework identifies the knowledge, skills and attributes all regulatory staff need to effectively regulate the education and care sector under the Regulatory Authority's risk-based framework, [Regulating for Quality](#).

The framework includes four technical competencies that support capability development and professional pathways for all regulatory staff.

These technical competencies are:

- Risk-based regulation
- Stakeholder engagement
- Good decision making
- Data intelligence.

There are four levels of proficiency in each competency which align to role classifications and to the [Leadership Competencies for Queensland](#) leadership streams.

The levels of proficiency range from:

Proficiency level	Role classification	Leadership Competencies for Qld
Foundational	A04 Technical roles, multiple classifications ¹	Individual contributor
Adept	A05, A06, A07 ²	Individual contributor
Advanced	A07 ² , A08	Team leader
Highly Advanced	S0	Program leader

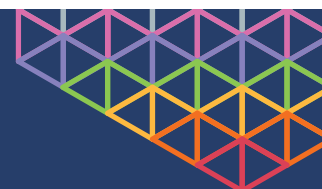
All regulatory officers are encouraged to use the Regulatory Authority Capability Framework, together with the Leadership Competencies for Queensland, to guide their performance development planning (PDP) and enable focused, productive PDP conversations with their managers.

¹ Includes the RA's data and systems roles across classifications

² Depending on role requirements

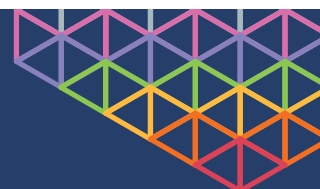


1.0 Good decision-making

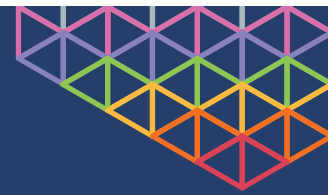


	Foundational	Adept	Advanced	Highly Advanced
Exercising Powers	Demonstrates understanding of regulatory powers 1.1.1	Applies regulatory powers correctly when gathering and analysing evidence, data and documents to inform recommendations for administrative decision making 1.2.1	Provides high-quality advice, support and training to others making decisions or recommendations 1.3.1	Oversees and reviews regulatory operations and decisions to ensure powers are applied correctly and learnings are shared across the Regulatory Authority 1.4.1
		Demonstrates knowledge of relevant policies, procedures and legislation 1.2.2	Maintains up-to-date knowledge of regulatory best-practice, including practice relevant to conducting investigations, deciding applications, applying legislation and standards, and reviewing decisions 1.3.2	
		Accurately assesses information against legislation, standards, policies and past decisions when making decisions 1.2.3	Monitors decisions and recommendations to ensure quality, defensibility and consistency 1.3.3	
Procedural Fairness	Understands administrative decision-making obligations under law, policy, and best practice 1.1.2	Makes impartial, accurate and fair decisions and recommendations by applying judgement, knowledge, limited discretion, and administrative law principles 1.2.4	Makes complex decisions autonomously using good judgement, expertise, knowledge, and administrative law principles 1.3.4	Provides leadership and guidance for the management of highly complex matters, ensuring procedural fairness is maintained and modelled at all times 1.4.2
		Documents administrative decisions comprehensively, transparently, and in plain-English 1.2.5	Monitors regulatory activities and develops procedural guidance to ensure that decisions are well documented and decision-makers uphold the principles of administrative decision making 1.3.5	Identifies training needs and provides guidance and support to develop capability in administrative decision making across the Regulatory Authority 1.4.3
		Ensures decisions and recommendations are based on reliable, relevant and sufficient evidence 1.2.6		
Continuous improvement	Appreciates the importance of critically reflecting on past decisions and practices, and identifying ways to improve 1.1.3	Reflects on processes and decisions, applies problem-solving, and seeks continuous improvement in own work 1.2.7	Reviews policies, procedures, templates and guidance materials regularly, and develops new materials when needed to create efficiencies or strengthen regulatory practice 1.3.6	Implements and evaluates strategic initiatives that drive continuous improvement in operational consistency, fairness and unbiased decision making 1.4.4

2.0 Risk-based regulation



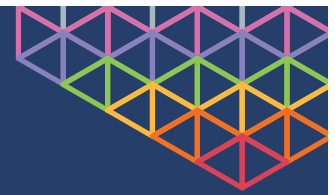
	Foundational	Adept	Advanced	Highly Advanced
Risk-Based practice Risk-based planning	Demonstrates awareness of risk-based regulation, including the ability to describe the R4Q Risk-Based approach 2.1.1	Confidently uses the R4Q framework, tools and processes to make risk-based recommendations and decisions 2.2.1	Coaches and guides individuals and teams in the application of the R4Q framework 2.3.1	Ensures effective governance for the R4Q framework for risk-based decision making, including oversight, evaluation and review 2.4.1
		Demonstrates understanding of the range of regulatory responses available within the regulatory pyramid and is able to select appropriate responses to manage risk 2.2.2	Identifies issues with the R4Q framework, processes and tools and makes necessary changes to improve outcomes 2.3.2	Ensures the principles of the R4Q framework drive the strategic priorities of the Regulatory Authority 2.4.2 Understands and is responsive to the broader strategic and enterprise risk context in which the Regulatory Authority operates 2.4.3
		Takes responsibility for ensuring risk-based decisions are based on accurate and current evidence, data and intelligence 2.2.3		
	Understands the different forms of intelligence that inform risk-based regulatory activities 2.1.2	Responds promptly to risk and emerging harms, and escalates issues when appropriate 2.2.4	Anticipates risks and identifies emerging harms, and develops innovative and creative responses 2.3.3	Ensures that regulatory practice is driven by multiple sources of intelligence, enabling reliable assessment of risk and deliberate allocation of regulatory effort 2.4.4
			Responds to escalated issues, and ensures others understand the circumstances when escalation should occur 2.3.4	Provides leadership and guidance for the management of highly complex and high-risk matters 2.4.5
	Risk-based planning	Understands the planning cycle under R4Q 2.1.3	Plans and prioritises individual work activities on the basis of risk 2.2.5	Allocates team resources and schedules activities based on risk 2.3.5
			Monitors and reviews the work of individuals and teams to ensure alignment with the R4Q framework 2.3.6	



3.0 Stakeholder engagement

	Foundational	Adept	Advanced	Highly Advanced
Build engagement	Understands the importance of engaging with regulatory stakeholders with respect, sensitivity and equity 3.1.1	Understands the complementary role that stakeholders have in achieving regulatory objectives 3.2.1	Fosters and models proactive, ethical stakeholder engagement in regulatory activities 3.3.1	Identifies and capitalises on opportunities to reduce regulatory or administrative burden for stakeholders 3.4.1
		Responds appropriately to specific consultation and stakeholder engagement needs, including following culturally appropriate practices 3.2.2	Establishes productive and professional relationships with regulated entities and identifies opportunities for information sharing 3.3.2	Drives a culture of effective stakeholder engagement in regulatory activities 3.4.2
Manage engagement	Responds appropriately to stakeholder communications and enquiries 3.1.2	Encourages stakeholder contributions and demonstrates how stakeholder input has been taken into account 3.2.3	Identifies opportunities to collaborate with stakeholders, and uses the most appropriate consultation and engagement methods 3.3.3	Strategically influences sector-wide stakeholder behaviours to achieve regulatory outcomes 3.4.3
		Uses a range of regulatory strategies to influence quality and compliance with individual stakeholders at all levels of the regulatory pyramid 3.2.4	Uses stakeholder engagement as a way to influence regulatory behaviours in stakeholder groups 3.3.4	Oversees the management of escalated cases, providing support and guidance when necessary 3.4.4
		Identifies when issues require escalation; anticipates conflict situations and uses conflict resolution strategies when needed 3.2.5	Works with stakeholders to resolve conflict in escalated cases 3.3.5	
Sustain engagement	Provides support for stakeholder engagement activities 3.1.3	Maintains positive working relationships with stakeholders and manages stakeholder expectations 3.2.6	Monitors regulatory activities and identifies opportunities for targeted and proactive communication with stakeholders 3.3.6	Creates strategic partnerships to drive regulatory outcomes 3.4.5
			Establishes mechanisms to proactively collect, share, act and report on stakeholder contributions 3.3.7	

4.0 Data intelligence



	Foundational	Adept	Advanced	Highly Advanced
Data Literacy	Maintains basic data literacy skills: <ul style="list-style-type: none"> • data collection • data management • data security 4.1.1	Gathers and analyses regulatory data, and comprehensively documents results, using all available sources and systems 4.2.1	Interrogates data to ensure that staff use best-practice evidence and information gathering techniques 4.3.1	Leads system-wide reviews and monitors trends in regulatory data 4.4.1
		Identifies gaps in data and recommends solutions 4.2.2	Responds to gaps in regulatory data knowledge, and escalates issues 4.3.2	Ensures all staff understand the importance of data literacy and data security 4.4.2
		Applies data analysis to review and understand risk, compliance, and quality trends 4.2.3	Models data literacy 4.3.3	
Data Systems	Demonstrates basic working knowledge of relevant data systems, including the NQAITS 4.1.2	Researches, reviews and considers relevant regulatory data when recommending decisions 4.2.4	Uses a wide range of data sources and systems to identify regulatory issues, trends and emerging risks 4.3.4	Evaluates data trends, and uses data strategically when conducting system reviews and evaluation 4.4.3
			Monitors data systems to ensure they are used appropriately and data quality and security is maintained 4.3.5	Negotiates and overcomes system barriers to information and data-sharing 4.4.4
Continuous Improvement	Records all data accurately, promptly and comprehensively 4.1.3	Reviews and monitors data and records for accuracy and completeness, and performs data cleansing 4.2.5	Uses data to drive operational planning activities and allocate resources 4.3.6	Uses data to drive strategic planning activities and allocate resources 4.4.5
			Use data and research to drive decision-making activities and identify process improvements 4.3.7	
			Develops processes which enable the collection of data that is timely, sufficient, relevant and reliable 4.3.8	