
WORK SAFE. FOR LIFE.
WORKERS' COMPENSATION BOARD OF NOVA SCOTIA
File Review Specialist
Work Description

Status: **Non-Union Position**
Level: **SX9**
Reports to: **Manager, Compliance & Education**
Profile date: **June 2017**

SUMMARY OF WORK

The File Review Specialist is responsible for continuous quality improvement by enabling service excellence through building competencies and capabilities of employees by adhering to the legislation, policies, procedures, service provider contracts and practices in our core business related to return to work management and prevention. This role is accountable for influencing the organization's corporate performance and balanced scorecard by overseeing the performance of employees in their day to day work by providing timely and direct feedback to enhance service delivery outcomes which are directly related to the organization's overall success. A strong emphasis of this role will be placed on the RTW practices that are delivered to workplaces, stakeholders and industry associations within the system.

The File Review Specialist plays a pivotal role in the continual development of Case Workers (or other positions as required) within the IST/WST's by identifying barriers that impact employee performance and RTW outcomes. The incumbent creates action plans with the appropriate Operational Manager, along with the Professional Practice Coaches, and Case Workers to address any deficiencies and identifies potential individual training needs while championing industry best practices.

EXPECTED RESULTS/OUTPUTS

Reporting to the Manager, Compliance and Education, the File Review Specialist supports the vision and goals of the organization to improve service delivery outcomes by providing day to day leadership through coaching, teaching, mentoring, and by providing timely advice and support to employees around the technical aspects of their role. The incumbent is responsible for providing appropriate feedback and recommendations to employees by clarifying program policy and procedure matters, interpreting appropriate legislation and evaluating technical reports to provide staff with a thorough examination and informal evaluation of their work.

The File Review Specialist is a 'technical expert' that achieves its goals by staying abreast of RTW best practices and standards as they relate to the day-to-day operations of the organization by working collaboratively with Managers to ensure that service excellence and performance targets are met. With a thorough understanding of WCB's processes and practices such as return to work management, complex benefit calculations, plain language decision writing, service provider contracts, assessments and prevention, the incumbent uses data from the corporate performance indicators to identify trends with individual employees and focuses efforts to assist individuals to achieve peak performance by solving issues directly within their control without direct management intervention.

Through his/her strong knowledge of the customer's needs according to segmentation and the customer 'life-cycle', the File Review Specialist identifies opportunities to optimize customer

experience by detecting barriers impeding satisfying customer outcomes. The File Review Specialist works with the Manager, Compliance & Education, leaders across the organization and the Professional Practice Coaches to develop action plans and initiatives designed to measurably improve service interactions, ensuring our employees are living the WCB brand and incorporating our service principles and values into their interactions with customers.

The File Review Specialist also works with the Operational Manager, Quality Assurance Analysts, Professional Practice Coaches, and the Customer Experience Strategist to identify risk areas and prepare plans to address them as well as monitor performance metrics at the individual, team, departmental and organization level to ensure continuous quality improvement while enabling customer service excellence in all aspects of WCB Nova Scotia's service delivery model. The File Review Specialist provides insight and supports the Professional Practice Coach in their discussions with employees by following the coaching feedback model while supporting the individual to achieve or exceed performance standards through regular and timely feedback and coaching conversations.

The File Review Specialist is responsible to prepare timely, credible and substantive performance reports to the appropriate Operational Manager for PPA reviews. Through the coaching process, the File Review Specialist identifies and champions best practice by interpreting individual performance and assesses it in relation to the expected performance standards as per the file review plan. The File Review Specialist works closely with the Operational Manager by recommending appropriate training to help employees achieve their performance and developmental goals and continues to mentor and motivate employees to a high level of performance to help employees succeed and reach their full potential.

The File Review Specialist maintains cooperative working relationships with IST/WST Managers, Case Workers, Customer Experience Strategist and Hearing Officers and collaborates cross-functionally with Service Delivery (including Internal Appeals), Human Resources and Corporate Development.

Employees at this level are responsible for following safe work procedures; using personal protective and safety equipment as required; knowing and complying with all regulations; reporting any illness or injury immediately to their manager; reporting unsafe acts and unsafe conditions; and cooperating with occupational health and safety initiatives. We are a "scent reduced" working environment. WCB champions safety and promotes a diverse and respectful workplace.

Employees have access to sensitive and/or confidential information provided by the Canada Revenue Agency for the purpose of carrying out the duties of this position. Therefore, a satisfactory security check is a requirement for this role. A security check consists of a confidential criminal record check conducted through the Human Resources department. Renewal of the security check is required every ten years. An offer of employment is conditional upon obtaining a satisfactory security checks.

WORK GROUP COMPETENCIES, SKILLS AND ABILITIES

1. File Review Specialist is responsible to keep current in both knowledge and practices in return to work case management. The File Review Specialist contributes to the development of required training for others through identification of priority training areas, content of training, and delivery when appropriate. Through the coaching process the File Review Specialist assists to sustain the skills and knowledge learned by individuals in training.

Commented [CD1]: TBD based on card sorting exercise.

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WORK GROUP KNOWLEDGE

- Extensive knowledge of the WCB Mission, mandate, values governing legislation, policies, programs, procedures and culture.
- Extensive knowledge of the WCB Act, policies and procedures.
- Thorough knowledge of the service delivery model for IST/WSTs, including principles, business processes and workflow.
- Thorough knowledge of case management and return to work principles and practices
- Thorough knowledge of Corporate Performance Measures, integrated service, early assistance, service provision and case management concepts.
- Thorough knowledge of leadership, coaching and motivation theory, policies and practical applications.
- Knowledge of training and development opportunities and strategies to retrieve and disseminate vocational/career information.
- Knowledge of statistical analysis for the purpose of measuring and managing individual, team and divisional performance.
- Thorough understanding of the culture of integrated service delivery and RTW management principles and practices.
- Knowledge of negotiation and mediation principles and practices.
- General knowledge and ability to understand and interpret N.S. labour market and workplace trends, as well as knowledge of the N.S. Occupational Health & Safety Act, and the Human Rights Act.
- Thorough knowledge of external and internal service providers, as well as external community resources.

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REQUIRED QUALIFICATIONS:

- A Bachelor's degree in a relevant discipline, including but not limited to, social sciences, business, safety, health management or a related discipline.

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AND

- A minimum of 5 years' experience working in a case management environment.
- A minimum of 3 years' experience working at a senior decision making level (defined internally as job level 32 and above).
- A minimum of 3 years' experience that included a coaching component focused on enhancing individual effectiveness.
- Demonstrated experience in building inter and cross departmental relationships.

Performance Competency Descriptions

The following information describes the behaviours generally associated with the four core competencies as they relate to the work descriptions for the various levels of bargaining unit and non-bargaining unit positions at WCB Nova Scotia.

A/ Achievement

Achievement is a desire for consistently working well or persistently competing against a standard of excellence. The standard may be striving for improvement, objective measures, goals or innovations. Achievement includes a willingness to seize opportunities that will result in improvements.

1. *Achieves Standards* - works to achieve performance standards through setting goals, time management, and planning and work methods.

2. *Improves performance* - makes specific changes in the system or the work methods to improve performance. Does something better, faster, at a lower cost or more efficiently, which results in improved performance?
3. *Sets challenging goals* - sets and acts to achieve challenging stretch goals for self or others to improve performance. Improves performance on some new or different things that have not been previously done in the organization. Characterized by a desire to consistently meet and exceed goals.
4. *Makes cost-benefit analyses* - makes decisions, sets priorities or chooses goals on the basis of financial benefit to the organization. Makes consideration on the return on investment.
5. *Takes calculated risks* - commits resources including time to improve performance, tries something new, reach a challenging goal, while taking action to minimize risk or accomplish achievement.
6. *Makes long-term improvements* - Improves long-term performance by doing things that are unique or new to the industry. – Sets strategic goals to improve long-term performance of the organization.

T/ Team Work

Teamwork is working cooperatively with others as opposed to working separately or competitively, in order to achieve common goals.

1. *Cooperates and Shares Information* - participates willingly, supports the decisions of the team, shares the workload. Readily shares information regarding relevant or useful information/events that has an impact on the team. Demonstrates a genuine interest in receiving information from others.
2. *Seeks and Provides feedback* - shares helpful information with team members to improve the performance of the team. Values the input and expertise of others by soliciting their ideas to improve team performance.
3. *Valuing the Contribution of Team members* - invites all members of a group to contribute, credits others who have performed well, encourages team members to help them feel important.
4. *Influences other team members* - gains support and buy-in from others. Actively works to persuade and convince others and helps them to see value and the reasons for the decisions that have been made.
5. *Team Facilitation* - provides clear direction for the team by providing clear expectations. Assigns roles and responsibilities to team members in order to utilize the full capacity of the team and to maximize the quality of the work. Coaches team members towards optimal performance. Promotes good team morale and ensures team members are treated fairly. Brings conflict into the open and encourages and facilitates resolutions.
6. *Team Leadership* - sets a good example for team members by being a good role model. Works with the team to develop a team vision, a sense of purpose, and creates a collaborative climate to achieve the team's goals. Celebrates the team successes, explains, supports and helps others to understand corporate decisions and direction.

Encourages and empowers team members to take responsibility for their decisions and their work.

7. *Communicates Long-term Vision* - has genuine charisma, communicates a long-term compelling vision, which generates excitement, enthusiasm and inspires others to commit to the group mission. Advocates for the group within the organization and protects the team's reputation.

S/ Service

Service is a desire to meet or exceed the expectations and requirements of internal and external clients: A Service oriented culture gets or discovers first-hand client information and uses it to improve service. Employees within a service culture talk and act with clients in mind.

1. *Basic service* - gives friendly, cheerful and respectful service. Follows through on client inquiries, requests, comments, and complaints. Keeps client up to date about progress and provides helpful accurate information in a timely manner.
2. *Takes personal responsibility* - corrects client service problems promptly and un-defensively. Makes self available to the client. Makes concrete attempts to add value to the client by making things better. Expresses positive expectations about the client.
3. *Addresses underlying needs* - seeks information about the underlying needs of the client beyond those that have been initially expressed, and matches these needs to the most appropriate service that is available.
4. *Works with a long-term perspective* - works with a long-term perspective in addressing the client's problems. May trade off immediate costs for the sake of the long-term benefit. Looks for the long-term benefits for the client and may initiate actions that create viable success for the client.
5. *Acts a trusted advisor* - builds an independent opinion on the client's needs, problems, opportunities, and possibilities for implementation. Recommends appropriate approaches that are new and different from those requested by the client. Becomes involved in client's decision-making process. May coach client to confront difficult issues.
6. *Service Advocate* - open to changing organizational structure, culture and policies to achieve better client service delivery. Resolves broader client service issues that contribute to long term service excellence.
7. *Service Partner* – works in partnership with our stakeholders, the community and others to achieve our goals and objectives. Recognizes our own limitations and knows when it is appropriate to leverage the strengths and resources of these partnerships to help achieve our mission.

AD/ Adaptability

It is the ability to adapt to and work effectively with a variety of situations, individuals or groups. It is the ability to understand and appreciate different and opposing perspectives on issues, and to adapt approaches as the requirements of a situation change. Flexibility is also changing or accepting changes within the organization or job. It is being open-minded about new ways of doing things that may change how the organization conducts its business.

1. *Sees the situation objectively* - recognizes the validity of other's viewpoints, and is open to new ways of doing things.
2. *Applies rules flexibly* - depending on the individual situation, quickly adapts actions to accomplish organization's objectives. Assists co-workers as necessary.
3. *Adapts to the situation* - changes own behaviour, approach, or work processes depending on the needs of the situation.
4. *Makes organizational adaptations* - makes smaller or short-term changes in response to the needs of the situation that impact the entire organization.
5. *Adapts strategies* - makes changes in response to the situation that have a long-term or large impact on the organization.