



EXIT

# NSW Health

## Facility Director of Nursing and Midwifery Leader Success Profile

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Nursing and Midwifery

Every person  
Every time  
Exceptional care



NSW  
GOVERNMENT

Health



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# Section 1:

Understanding the Leader  
Success Profile



Health





# Leader Success Profile overview

The NSW Health Director of Nursing and Midwifery Leader Success Profile defines the leadership elements required to be an outstanding Director of Nursing and Midwifery (DoNM) in the Health Service (see figure 1), and is used to inform better decisions across the career and talent development lifecycle.

This document describes the purpose, scope and use of a Leader Success Profile and contains the Director of Nursing and Midwifery Leader Success Profile. This profile is consistent across size, geography, rural, regional and metro health services, and applies to all facility DoNMs in NSW Health.



Figure 1: Leader Success Profile framework

## The Leader Success Profile details the following

- 1** The **role in context** and vision for NSW Health, to provide direction on what future leaders need to enable.
- 2** The **vision for the role**, to provide insight into what future DoNMs need to enable.
- 3** The **key challenges and opportunities** DoNMs will face in leading health into the future.
- 4** The **experiences** leaders will need to have gained to successfully overcome leadership challenges.
- 5** The **capabilities** required to be an outstanding Director of Nursing and Midwifery in order to successfully navigate the context they are operating in.
- 6** The **leadership styles and derailers** that should be understood to best support leaders in delivering within NSW Health.
- 7** The ideal **motivations** of leaders aligned with the NSW Health direction and values.
- 8** The ideal level of **cognitive abilities and emotional intelligence** to effectively navigate role requirements and environment.

This document defines what "outstanding" looks like for a DoNM, regardless of hospital or health service, and should be considered in the context of the Facility DoN/DoNM role. It outlines the ideal DoNM characteristics, and as such, is aspirational. A DoNM would be expected to meet/develop many of the characteristics, but not all.

# How to use the Leader Success Profile

The NSW Health Director of Nursing and Midwifery Leader Success Profile defines the leadership elements required to be an outstanding Director of Nursing and Midwifery in the Health Service. It does not replace the position description for the Director of Nursing and Midwifery role.

**The Director of Nursing and Midwifery Leader Success Profile informs decision-making across the employee lifecycle in a number of ways. It will provide:**

A strong foundation for the leadership recruitment process to increase reliability and validity of measurement

Clear criteria to inform the NSW Health high potential identification and talent programs

Consistency in data collection of leadership candidates during recruitment through to individual ongoing development

Clear criteria to inform succession planning activities

Clear criteria to inform the design of any Director of Nursing and Midwifery leadership development programs

A basis to inform recognition, reward and retention activities (where applicable)

## Where to use the Director of Nursing and Midwifery Leader Success Profile



### Recruitment, Selection and Onboarding

- Attraction
- Job advertisement
- Interviews
- Job-related assessment
- Identifying candidates
- Onboarding



### Leadership, Organisation and Development

- Workforce management/ planning
- Leadership development curriculum/assessment
- Succession planning (future leaders assessment)



### Performance and Recognition

- Personal and professional development plans and career conversations
- Career development review
- High potential assessments/identifications
- Recognition programs
- 360-degree feedback surveys



### Career and Mobility

- Career pathways/planning
- Secondment/exchange scheme
- Redeployment
- Future talent pools (e.g. high potential)
- Future career mobility pools (when developed)

#### Example Applications

#### Relevant Leadership Profile Elements

- Role in context/vision for NSW Health
- Vision for the role
- Challenges
- Experiences
- Capabilities
- Leadership styles and derailers
- Motivations
- Cognitive abilities and emotional intelligence

- Challenges
- Experiences
- Capabilities
- Leadership styles and derailers
- Cognitive abilities and emotional intelligence

- Challenges
- Experiences
- Capabilities
- Leadership styles and derailers

- Challenges
- Experiences
- Capabilities
- Motivations

For more information on how to use the Leader Success Profile, please visit the Leader Success Profile User Guide. This is a comprehensive guide on how and when to use the Leader Success Profile within the employee lifecycle for both managers and individuals.

# Section 2:

Role in context/vision  
for NSW Health

Vision for the role



Health







ROLE IN  
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# Role in context

## Detailing the evolving landscape and dynamic role of the leader

NSW Health is the largest health-care system in Australia, and one of the largest in the world. It is a complex system that is facing increasing volatility, uncertainty and ambiguity due to evolving models of care, constrained budgets, changing consumer preferences and technological advances. This, along with the COVID-19 pandemic, has highlighted the importance of strong leadership traits – empathy, resilience, adaptability, flexibility, agility and courage.

In addition, senior leaders in health need to have a clear vision, the ability to lead their teams towards a common purpose and demonstrate the behaviours that will support the move to the future of healthcare. The Nursing and Midwifery Office (NaMO) recognises the value of supporting the development of emerging leaders across the health sector, and in doing so, strives to articulate the elements required to be an accomplished, influential and outstanding DoNM.

The role of the DoNM is pivotal in the delivery of safe, quality and compassionate care. It is also central to the overall success of Nursing and Midwifery services. There is an opportunity to showcase the DoNMs relationship with other key positions, such as General Managers, Chief Executives and Directors of Medicine, and address prevailing perceptions surrounding what it means to be a DoNM.

### Navigating disruptions

More than ever, DoNMs are operating in a unique environment, influenced by **COVID-19** and the rapidly evolving **healthcare sector**.

The changing landscape in which nurses and midwives are operating has effected the DoNM role in a variety of ways.

Beyond navigating the complexities that come with any change, DoNMs are now required to have a strong contextual understanding in order to successfully navigate their teams, facilities and themselves.

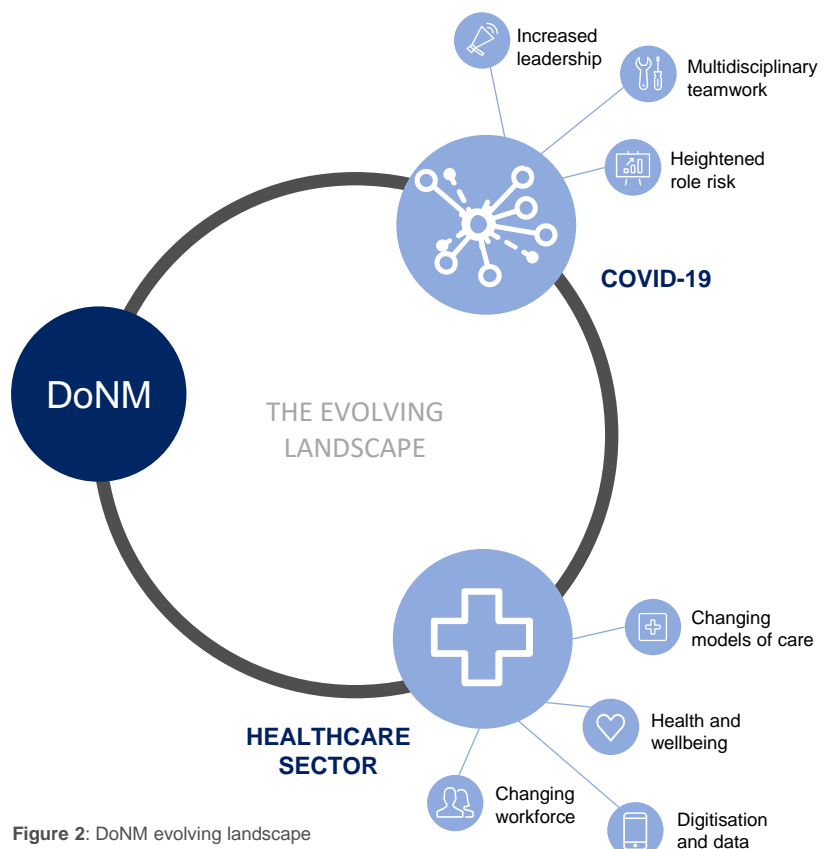


Figure 2: DoNM evolving landscape



## COVID-19

The recent COVID-19 pandemic has highlighted the need for the capability of DoNMs to be at the forefront of care; playing a pivotal role in decision-making and strategising human safety solutions.

**COVID-19 has presented a number of key opportunities and challenges for DoNMs, including:**

- **Increased leadership:** Without bureaucratic hierarchy or red tape challenges slowing the process down, DoNMs are exhibiting leadership, strategic skill and rapid decision-making. These leadership gains should be retained going forward.
- **Multidisciplinary teamwork:** Multidisciplinary ways of working are at the forefront during COVID, as key health decisions are being formed and embedded quickly, irrespective of craft groups.
- **Heightened role risk:** The pandemic has emphasised the front-line role nurses and midwives play. The risks around contracting COVID-19 on the job may off-put individuals from entering the nursing profession; challenging DoNMs to attract junior talent and maintain a strong nursing and midwifery pipeline.



## Evolving health sector

The historical expectations of the DoNM role are evolving, with the DoNM now requiring greater strategic thinking, commercial and political nous.

**Some of the ‘big shifts’ that are occurring within the healthcare sector that are influencing the capabilities and attributes that DoNMs require include:**

- **Changing healthcare models:** Virtual care delivery and the rising democratisation of health will impact how, when and where care is delivered to patients.
- **Digitisation and data:** Rising adoption of digital technologies such as cloud, artificial intelligence, and automation is increasing the need for data fluency and analytical skills amongst nurses and midwives.
- **Health and wellbeing:** A greater awareness is required around managing staff wellbeing, resilience and mental health.
- **Changing workforce:** Shifting expectations of what it means to be a nurse, and a need to engage and inspire the younger generation coming through.

*“A lot of **great opportunities** have been realised through **COVID**. We need to make sure we don’t go back to our old BAU. We **must keep DoNMs in a leading role**”*

DoMN

*“We need to hold onto some of the learnings from COVID. **Making more rapid and supportive decisions** that enable people to do what they need to do.*

DoMN

*“**Socioeconomic challenges**, such as increasing obesity, drugs and addiction, intensify the management of **staff safety issues**.”*

LHD DoN

*“There are **shifting cultural and staff attitudes** around work-life balance, accountability and care delivery”.*

DoNM

*“In the last six to eight months, I have witnessed nurses and **DoNMs stepping up to provide a leading role within a multidisciplinary team**. Working with the medical team and allied health to deliver outcomes.”*

Chief Executive

*“DoNMs need to be **alive to what is going on** across the system... **keep on top of trends** and changing models of care.”*

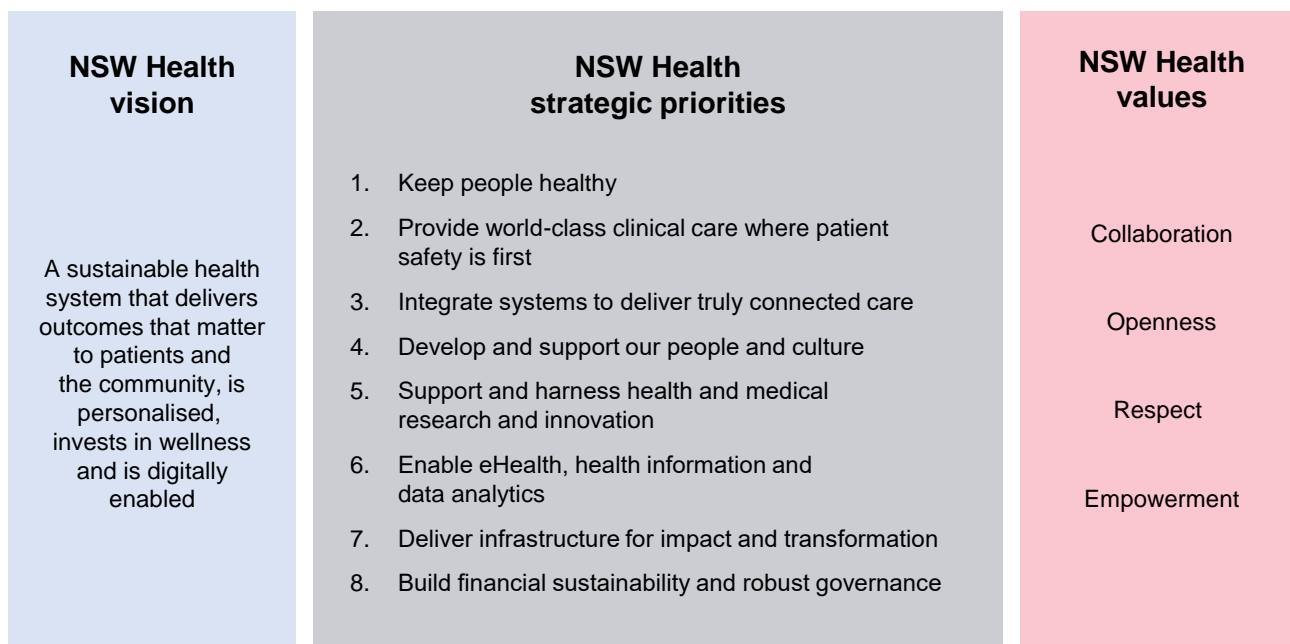
GM

*“The way we provide care now is **completely different in both pace and complexity**.”*

DoNM

## Bringing NSW Health’s vision, strategic priorities and values to life

Beyond navigating change and workforce complexities, the DoNM plays an essential role in upholding and embedding NSW Health’s vision, strategic priorities and values.



- “DoNMs need to ensure that their **own vision is aligned** with NSW Health’s vision.” Chief Executive
- “DoNMs need to **decide what their own strategic direction is in a consultative way** – keeping the strategic priorities in mind whilst doing this.” GM
- “We are responsible for **leading and developing plans** based on the vision and strategies that have been set.” DoNM
- “The ability to provide the care set out in the vision will be based on how well we **look after our staff**. It’s about **understanding the challenges faced by our people** on the floor everyday.” DoNM
- “**Recognition** is really important. NSW Health absolutely want us out there, **supportive and present**.” DoNM

# Vision for the role

## Defining the future purpose and direction for DoNMs

DoNMs need to be collaborative and inclusive leaders who **elevate and innovate** the ways in which care is delivered. They need to **inspire and energise** a level of nursing and midwifery excellence within their workforce, as well as **plan and strategise** on an Executive level.

### Elevate and innovate

Striving for professional excellence, the DoNM will drive the implementation of innovative models of care that elevate the nursing and midwifery profession and improve patient experiences. To do this, they will:

- Use data to **improve service provision, drive patient safety, and lead initiatives** around enhancing the patient and staff experience.
- Lead from the front by standing up and advocating for what is important, **rethinking ways of operating** and supporting the workforce to **deliver new models of care**.
- **Empower teams to deliver on operational tasks** and solve day-to-day issues.

*"I have a strong passion for **quality, safety and workplace culture**. We have opportunities to make a difference and set professional standards through our practice."*

DoNM

*"I am **driven to change by the data**."*

DoNM

*"Driving patient safety as opposed to owning it. **We are the patient advocate** on all levels. Ensuring patients are receiving safe care in every task."*

DoNM

### Inspire and energise

The DoNM will inspire both current and emerging nurses and midwives to uplift their skills, and energise individuals to work as part of a high-performing culture and team. To do this, they will:

- **Role model** through honesty, transparency and visibility, and **drive nursing and midwifery excellence** among the current and future workforce.
- Develop a high-performing team by **creating and embedding a culture of safety and accountability** across the organisation.
- Lead, coach and **guide the next generation** of nurses and midwives

*"Driving high performing teams and demonstrating excellent nursing and midwifery capability and experience."*

CNMO

*"Aiming to have **highly skilled and competent nurses and midwives** working at the top of their practice."*

LHD DoNM

*"I want to ensure all of my workers are **capable and competent so they feel safe to do their jobs**. That is the important part of our role."*

DoNM

### Plan and strategise

The DoNM will play an integral role in planning for the future and contributing to strategic decisions made on an Executive level. To do this, they will:

- **Exhibit visionary thinking**, have a perspective on future workforce opportunities and **set the strategic direction** for the facility.
- **Challenge the status quo** and lead key initiatives on an Executive level.
- Demonstrate the political and commercial nous required to build relationships and **influence other groups**.

*"Sitting at the table and **influencing on the nursing and midwifery contribution to patient safety and care**."*

Chief Executive

*"COVID is a good example of how **nurses can step into decision making** – the permission barrier went out to the door."*

DoNM

*"We need to **own what we can contribute** – we know the business, we are professional, we can measure what we are talking about"*

DoNM

# Section 3:

Challenges and  
opportunities



Health





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# Challenges and opportunities

## Outlining the key challenges and opportunities for DoNMs

DoNMs are likely to face the following **challenges** and **opportunities**:

### Challenge

#### Attracting, retaining and developing the future workforce

There is a major challenge around attracting and developing the future nursing and midwifery workforce as professional priorities and ways of working continue to evolve. The younger workforce increasingly value wellbeing and flexibility, prompting DoNMs to consider new means of promoting the nursing and midwifery profession. Upskilling, retaining and driving a standard of nursing and midwifery excellence across the nursing and midwifery leaders workforce also has considerable complexities. Additionally, the ability to identify emerging talent and prepare role successors depends on standardised processes that do not currently exist.

***“It troubles me that there doesn’t seem to be a great hunger or desire to become a DoNM.”*** Chief Executive

***“They don’t want to move across into what they see as the corporate world.”*** Chief Executive

#### Influencing and negotiating on an Executive level

Despite having a seat at the Executive table, DoNMs feel undervalued; reporting on operational priorities such as service provision and patient safety, but not playing a key role in strategic decision-making. Whilst a multidisciplinary approach to problem-solving is noted as achieving greater results, the DoNM tends to adhere and conform to the perspectives of other medical craft groups. This can perpetuate the limiting belief that nurses and midwives do not play a key role in decision-making and subsequently cause the DoNM to struggle to have a strong voice and represent nursing and midwifery on an Executive level.

***“We aren’t invited to the table to make big decisions, but are brought on board to solve the problems.”*** DoNM

***“Not getting recognition and acknowledgement by peers, such as medical craft groups.”*** DoNM

### Opportunities

By exhibiting strong and inclusive leadership, DoNMs have the opportunity to role model and promote their own position to emerging leaders and successors. Moreover, the establishment of greater role clarity and a clear approach to succession planning will aid the DoNM in identifying talent and preparing individuals for key nurse leadership positions. Dedicating time to mentoring and providing developmental feedback will also support the DoNM to develop a high-performing team.

***“They are responsible for the professional standards of nurses and midwives within their facility.”*** LHD DoNM

***“DoNM needs to create resilience and build capabilities for the front face.”*** GM

***“Role-modelling, coaching and mentoring. Not directing.”*** LHD DoNM

DoNMs have the opportunity to shift from a fixed to a growth mindset, and recognise the key role they play on an Executive level. Developing their strategic thinking and negotiation skills, they should empower themselves and their cohort to share their voices, challenge other craft groups and have a perspective on how to strengthen models of care. There is also an opportunity to highlight nursing success stories (e.g. leading through the bushfire season and COVID-19) and re-educate non-nursing stakeholders on the pivotal role that nurses and midwives play in making rapid decisions, leading hospitals and driving patient safety.

***“Being respected for contributions.”*** DoNM

***“I hope we can own things and put a professional argument forward when we don’t agree with decisions being made at the table.”*** DoNM



## Balancing operations and strategic thinking

A critical challenge faced by DoNMs is balancing operational requirements with strategic thinking and leadership. DoNMs feel they are expected to manage day-to-day operational activities, whilst also being required to think about the bigger picture; applying strategic thinking and leading initiatives focused on improving the quality of care delivery. Balancing a plethora of operational and strategic activities, the DoNM is challenged to prioritise and delegate.

***“There is a focus on operational problem solving as opposed to leadership. This takes DoNMs away from being strategic.”*** GM

***“They are too focused on the day-to-day. It’s all-consuming.”*** GM

## Targeted professional development for the DoNM role

There is a desire for targeted development programs which equip DoNMs with the necessary skills to succeed in the role. At present, they feel challenged to drive strategic decisions, present on an Executive level, and engage with commercial matters. Consequently, DoNMs are learning through trial and error, or first-hand experience in the role.

***“There is no training around communication, presentation skills and confidence.”*** DoNM

***“Nurses and midwives become the leaders of organisations and don’t necessarily have the leadership skills and development to manage high-performing teams. We need to invest in this skills development.”***

Chief Executive

DoNMs have the opportunity to define the strategic focus and key priorities of their role. Establishing which activities are ‘in’ and ‘out’ of their remit will allow for greater delegation and distributed leadership amongst the nursing and midwifery team. Moreover, by upskilling and empowering their direct reports, DoNMs will be able to shift their focus onto more strategic priorities, as opposed to day-to-day operational issues. Ensuring horizon scanning methods are front of mind will also support the DoNM in exploring future means of strengthening the nursing and midwifery profession and delivering high-quality care.

***“It should be a team of people looking after BAU.”*** DoNM

***“DoNMs need a strong team around them, with adequate strength-based leaders.”*** GM

***“Don’t want to lose sight of the big picture.”*** DoNM

Greater role clarity will help to define the skills that are required by a DoNM. It will also inform the development of targeted leadership programs and tools focused on uplifting the core capabilities of the leader (e.g. strategic thinking, presenting, workforce planning). Additionally, there is an opportunity to deliver ongoing training that upskill DoNMs in new models of care, and encourage them to explore the latest innovations and ways of thinking. Looking beyond structured training courses, the process of developing skills within the role should also be celebrated and encouraged.

***“We need to focus on how we can provide DoNMs with a structured program on the fundamentals.”***

DoNM

***“They are good on safety, quality and operational flow, but lack in Executive decision making and strategic thinking skills.”***

Chief Executive

# Section 4:

Experiences



Health





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# Experiences

## Indicating the critical and desirable behaviours and experiences required for the DoNM role

For the greatest success, DoNMs will need to draw on previous experiences or gain experience in multiple areas. **Critical experiences** are relevant for all DoNMs, across all districts and facilities. **Desirable experiences** are likely to be relevant for all DoNMs but may be more or less critical depending on the district and facility. All experiences may be gained in the role, or prior to someone entering the DoNM role.

### CRITICAL

#### Driving nursing and midwifery excellence

**Demonstrates the ability to strengthen the nursing and midwifery profession, identify talent and drive improvement across the workforce**

Experience indicators:

- Epitomises nursing and midwifery excellence in their own practice and leadership approach
- Strives for nursing and midwifery eminence across the breadth and depth of the nursing workforce
- Recognises and celebrates high-performing nurses and midwives
- Represents and advocates for the nursing profession both internally and externally to the facility/NSW Health
- Plays a highly visible role (e.g. walking around wards, engaging in meetings and forums)
- Awareness of technology advancements that may support changes in clinical care
- Adheres to regulations, legislations and policy that support clinical practice and standards

***“Requires a clear understanding of your own professional values. Knowing what is important, standing up and advocating for that.”***

DoNM

***“Aiming to have highly skilled and competent nurses and midwives working at the top of their practice...Being connected, sharing experiences and improving based on that.”*** GM

### CRITICAL

#### Pioneering patient-centric initiatives and experiences

**Delivers patient-centric solutions and displays a passion for improving the overall patient experience**

Experience indicators:

- Transforms models of care to increase positive patient experiences and improve the overall nursing and midwifery practice
- Drives improvements to clinical governance that support positive patient outcomes
- Improves patient experiences both within and beyond facilities (e.g. community-based healthcare, digital front door staff)
- Identifies patient trends and leads the implementation of patient-centric solutions

***“Thinking about person-centred care as opposed to patient-centred...thinking about the families experiences and the staff experience.”*** DoNM

***“Using patient experience surveys and case opinion stories to improve the quality of work and patient safety framework.”***

DoNM

## CRITICAL

### Leading people and balancing staffing challenges

**Leads staff and manages people challenges by role modelling excellence, setting standards and empowering others**

Experience indicators:

- Empowers others and holds them to account for delivery of goals and objectives
- Proactively balances staffing challenges in the short (e.g. rostering), medium (e.g. succession planning) and long term (e.g. future workforce planning)
- Sets expectations and standards across the nursing and midwifery leadership team
- Identifies emerging leaders and talent
- Provides support in upskilling the junior workforce
- Facilitates difficult conversations with staff (e.g. addressing underperformance)

***“Having set boundaries around ways of working, setting an expectation and a standard.”***

DoNM

***“Taking a person-centred approach to balancing staffing challenges... understanding what is happening for the person within a situation.”***

LHD DoNM

## CRITICAL

### Leading and delivering complex initiatives

**Understands how to manage complex projects and transform models of care**

Experience indicators:

- Leads teams through complex projects and major transformations (e.g. redevelopment of facilities)
- Leads and transforms models of care/service delivery
- Pioneers efficiencies around service provision
- Leads through major shifts in roles and responsibilities (e.g. adopting and using new technologies to drive professional practice)

***“Every efficiency requires structured project management, as well as tracking and improving your outcomes.”***

LHD DoNM

***“Monitoring, reporting and articulating key milestones on different levels, such as on the wards and at the Executive table.”***

CNMO

CRITICAL

**Fostering Executive relationships, building networks and collaborating internally and externally**

**Works collaboratively and builds strong, influential relationships with peers and non-nursing groups**

Experience indicators:

- Develops and owns relationships with pillar organisations (e.g. HETI, CEC and ACI)
- Works collaboratively with universities and other education providers (e.g. to develop training and support programs for the current and future workforce)
- Explores new methods of engaging with internal and external groups
- Collaborates with peers to influence strategic decisions

***“Need to find the right approach for different Executive colleagues and have emotional intelligence around that.”***

GM

***“I’m building external networks with academic partners for both undergraduate and post-graduate training. I’m also developing research programs with them.”***

DoNM

CRITICAL

**Identifying and mitigating risks and embedding good clinical governance**

**Upholds professional standards and demonstrates the ability to identify and understand risks**

Experience indicators:

- Upholds, localises and embeds Federal/State standards and professional practice
- Possesses knowledge and understanding of Industrial Relations and regulatory governance
- Implements measures to decrease clinical variation and improve safety/quality
- Understands trend patterns and causes (e.g. mapping incidents, their complexities and likelihood of re-occurring)
- Manages and supports a team through an incident
- Manages risks on a daily basis and sets appropriate controls/mitigation strategies

***“Establishing strong, shared governance structures to take the set onus off one individual.”***

Chief Executive

***“Require knowledge of compliance components and policies that will impact ways of working.”***

DoNM

## CRITICAL

### Setting the direction, development and growth of the workforce

**Analyses workforce trends and establishes clear career pathways and development opportunities for nurses and midwives**

Experience indicators:

- Leads succession planning and workforce development
- Ensures the right capabilities and methods are in place to deliver high quality care and produce positive patient outcomes
- Analyses data to identify future service needs and opportunities for upskilling

***“Strengthening partnerships with the universities we are drawing the most talent from.”***

CNMO

***“Building the capacity for senior nurses and midwives to participate and lead research.”***

LHD DoNM

***“Giving people opportunities to experience different roles and make choices about what they want to do.”***

DoNM

## CRITICAL

### Contributing to the development and delivery of strategies

**Possesses strategic thinking skills and contributes to the development and actualisation of strategies**

Experience indicators:

- Leads and contributes to strategic decisions
- Drives changes to policy where needed
- Maintains a patient-centred strategy in Executive interactions
- Understands and embeds strategies set from the top (e.g. Ministry of Health or LHD)
- Manages multiple sources of funding and optimises the use of revenue streams to achieve nursing and midwifery excellence
- Contributes to workforce planning activities to identify the skills profile needed to deliver current and future service needs

***“We sit with our directorate and outline our key strategic priorities for the next 12 months. I get to develop this with all of my direct reports.”***

DoNM

***“Having strategies, targets and measurables documented.”***

DoNM

## CRITICAL

### **Navigating uncertainty and high risk/difficult situations**

#### **Exhibits rational thinking and resilience during high-pressure or complex situations**

Experience indicators:

- Demonstrates resilience and situational awareness
- Leverages the capabilities of other key leaders to help navigate through uncertainty
- Leads a team to deliver the response to a risk/crisis situation
- Manages emotions of workforce in high-stress environments (e.g. frightened staff during COVID-19)

***“I think this is what the workforce expects. Being able to step into a crisis and deal with it.”***

DoNM

***“Corporate services and nurses look to you to provide direction. We take that incident control officer role for the facility in a lot of ways.”***

DoNM

***“I have developed disaster management skills over many roles. Being amongst situations is an unforgettable learning experience.”***

DoNM





# Section 5:

## Capabilities



Health





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# NSW Public Sector Capabilities

## The identified capabilities for a high performing DoNM

To enable the greatest success for DoNMs in NSW Health, the following **capability** proficiency levels outline what an individual can aspire to. The capabilities lists the ideal characteristics and experiences of an outstanding leader in the role. An individual can develop and where possible meet these capability levels over time, rather than when they first start in the role, hence the levels used in the Position Description may be different.

The capabilities have been developed in accordance with the limits for each grade/band from the [PSC's Capability Comparison Table](#).

Capability	Definition	Level*
<b>Personal Attributes</b>	<b>Display Resilience and Courage</b>	Be open and honest, prepared to express your views, and willing to accept and commit to change/challenges
	<b>Act with Integrity</b>	Be ethical, professional, and adhere to Public Sector Values
	<b>Manage Self</b>	Show drive and motivation, an ability to self-reflect and a commitment to learning
	<b>Value Diversity and Inclusion</b>	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives
<b>Relationships</b>	<b>Communicate Effectively</b>	Communicate clearly, actively listen to others, and respond with understanding and respect
	<b>Commit to Customer Service</b>	Provide customer-focused services in line with public sector and organisational objectives
	<b>Work Collaboratively</b>	Collaborate with others and value their contribution
	<b>Influence and Negotiate</b>	Gain consensus and commitment from others, and resolve issues and conflicts
<b>Results</b>	<b>Deliver Results</b>	Achieve results through the efficient use of resources and a commitment to quality outcomes
	<b>Plan and Prioritise</b>	Plan to achieve priority outcomes and respond flexibly to changing circumstances
	<b>Think and Solve Problems</b>	Think, analyse and consider the broader context to develop practical solutions
	<b>Demonstrate Accountability</b>	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

\*Proficiency levels (see Appendix B) have been determined through interview consultation. Stakeholders were asked to identify the desired level for an exemplary DoNM.

Capability		Definition	Level*
Business Enablers	<b>Finance</b>	Understand and apply financial processes to achieve value for money and minimise financial risk	
	<b>Technology</b>	Understand and use available technologies to maximise efficiencies and effectiveness	
	<b>Procurement and Contract Management</b>	Understand and apply procurement processes to ensure effective purchasing and contract performance	
	<b>Project Management</b>	Understand and apply effective planning, coordination and control methods	

Capability		Definition	Level*
People Management	<b>Manage and Develop People</b>	Engage and motivate staff, and develop capability and potential in others	
	<b>Inspire Direction and Purpose</b>	Communicate goals, priorities and vision, and recognise achievements	
	<b>Optimise Business Outcomes</b>	Manage people and resources effectively to achieve public value	
	<b>Manage Reform and Change</b>	Support, promote and champion change, and assist others to engage with change	

*“Some of these capabilities might not be part of your portfolio within a big facility, but within a small one, it could very much fall into the responsibilities of a DoNM”.* LHD DoNM

*“Coming into the role, I had very little financial experience. DoNMs certainly need to develop a good knowledge of finance, but you don’t need to be advanced in this area coming in – you can learn it on the job”.* DoNM

*“If you don’t have resilience, you are just going to drown in this role. You need to be able to bounce back”.* DoNM

*“With the right support, a DoNM doesn’t have to be the ‘whole package’. If you bring individuals in with the right makeup, you can grow and develop them.”* CNMO

\*Proficiency levels (see Appendix B) have been determined through interview consultation. Stakeholders were asked to identify the desired level for an exemplary DoNM.

# Section 6:

Leadership style

Derailers

Motivations



ROLE IN  
CONTEXT/  
VISION FOR  
NSW  
HEALTH

VISION FOR  
THE ROLE

CHALLENGES  
AND  
OPPORTUNITIES

EXPERIENCES

CAPABILITIES

LEADERSHIP  
STYLES &  
DERAILERS

MOTIVATIONS

COGNITIVE  
ABILITIES AND  
EMOTIONAL  
INTELLIGENCE

# Leadership styles

## Defining the personality traits that influence how a DoNM works, leads and is successful

The below leadership styles are the **personality attributes** most appropriate to support leadership success for DoNMs at NSW Health.

Essential

Attribute	Definition	Why it's important?
<b>Resilient</b> [HPI: Adjustment*]	<ul style="list-style-type: none"> <li>Remains calm and confident under pressure</li> <li>Maintains control during crisis</li> <li>Expresses optimism of outcomes</li> </ul>	<i>"I think this is the most important one. You <b>need to be the face of calm</b> for everyone else."</i> DoNM
<b>Relatable</b> [HPI: Interpersonal Sensitivity]	<ul style="list-style-type: none"> <li>Willing to challenge others, but ensures that they do so tactfully</li> <li>Is warm and approachable</li> <li>Perceptive and understanding of others' moods</li> </ul>	<i>"You can't take things personally. <b>We don't want them to be conflict averse. They do need to be perceptive though.</b>"</i> LHD DoNM
<b>Curious</b> [HPI: Inquisitive]	<ul style="list-style-type: none"> <li>Demonstrates curiosity and openness to new ideas/opportunities</li> <li>Innovative in their problem-solving</li> <li>Practical and not easily bored</li> </ul>	<i>"You have to <b>think analytically and ask 'why not'</b> in a practical way."</i> DoNM
<b>Insight Seeking</b> [HPI: Learning Approach]	<ul style="list-style-type: none"> <li>Identifies knowledge gaps</li> <li>Seeks learning opportunities</li> <li>Seeks insight into own behaviour and performance</li> </ul>	<i>"I am always <b>striving to learn more – gathering insights</b> to improve both my team's practice and my own practice."</i> DoNM
<b>Goal-Driven</b> [HPI: Ambition]	<ul style="list-style-type: none"> <li>Constantly sets/accepts goals and strives towards attainment</li> <li>Exudes a competitive energy</li> <li>Comfortably assumes leader-like roles but does not seek status</li> </ul>	<i>"It's not about getting to the top. It's about being <b>goal orientated and having drive.</b>"</i> DoNM
<b>Consultative</b> [HPI: Sociability]	<ul style="list-style-type: none"> <li>Engages in communication across different groups</li> <li>Seeks to build positive relationships</li> <li>Actively listens</li> </ul>	<i>"I have worked with a couple of very <b>introverted leaders, and how they are perceived is challenging.</b>"</i> Chief Executive
<b>Conscientious</b> [HPI: Prudence]	<ul style="list-style-type: none"> <li>Balances being organised with ability to be flexible</li> <li>Highly dependable to follow through with what they say they will do</li> <li>Thorough with detail</li> </ul>	<i>"Good DoNMs have an <b>attention to detail. They are organised, and you are confident</b> that they will get things done. However, they need to be <b>flexible.</b>"</i> GM

\*Please see Appendix C for explanation of the HPI



# Potential derailers

## Defining the possible derailment tendencies which are capable of impeding a DoNM's work relationships

The following tendencies may emerge when a DoNM is under pressure, stressed or tired, and can result in potential derailment to a DoNM's leadership success.

	Attribute	Definition	Why it's a derailer?
Key tendencies	<b>Sceptical</b> <b>[HDS: Sceptical]</b>	<ul style="list-style-type: none"> <li>Alert and attuned to organisational politics; not naïve/prone to being taken advantage of</li> <li><i>Under pressure</i>, overly fault-finding, argumentative, take criticism personally</li> <li><i>Hard to work with</i> as they are overly cynical, mistrusting of others and may hold grudges</li> </ul>	<p><i>“Being sceptical would impact a DoNM's ability to influence people.”</i></p> <p>CNMO</p>
	<b>Cautious</b> <b>[HDS: Cautious]</b>	<ul style="list-style-type: none"> <li>Gracious and obliging, adhere to rules</li> <li><i>Under pressure</i>, reluctant to take risks regardless of risk assessment, does not challenge, and may be indecisive and slow to act</li> <li><i>Hard to work with</i> as reluctant to try new solutions, change averse and avoid taking controversial positions</li> </ul>	<p><i>“A willingness to lead change and take calculated risks is a key part of the DoNM role.”</i></p> <p>LHD DoNM</p>
	<b>Leisurely</b> <b>[HDS: Leisurely]</b>	<ul style="list-style-type: none"> <li>Seem obliging and pleasant, whilst remaining focused on their own goals</li> <li><i>Under pressure</i>, may avoid work or do the bare minimum if it is not aligned to their agenda, reluctant to be pushed or hurried</li> <li><i>Hard to work with</i> as they procrastinate, are stubborn and may under-deliver</li> </ul>	<p><i>“DoNMs must have good time management skills and the resilience to work extra hours – going above and beyond where needed.”</i> GM</p>
	<b>Mischievous</b> <b>[HDS: Mischievous]</b>	<ul style="list-style-type: none"> <li>Charming, friendly, fun-loving, others drawn to them</li> <li><i>Under pressure</i>, impulsive, impatient and risk taking, and may use social skills to manipulate</li> <li><i>Hard to work with</i> as there can be more 'spin' than substance, risks and ignore mistakes, are hard to advise and don't fully evaluate</li> </ul>	<p><i>“Mischievous behaviour may impair a DoNM's ability to come across as authentic.”</i></p> <p>Chief Executive</p>
	<b>Diligent</b> <b>[HDS: Diligent]</b>	<ul style="list-style-type: none"> <li>Desire to work hard, detail conscious, thorough and conscientious, and have high standards.</li> <li><i>Under pressure</i>, overly perfectionistic; controlling and inflexible, and struggles to prioritise</li> <li><i>Hard to work with</i> as they are unable to delegate, seem fussy, critical and stubborn about their work.</li> </ul>	<p><i>“Micromanaging is a big detractor for people.”</i></p> <p>DoNM</p>

# Potential motivations

## Defining the core motives, values, interests and beliefs of a DoNM

DoNMs will likely possess the following **motivations** to be engaged and driven to be an outstanding leader.

Notable drivers

Attribute	Definition and example behaviours	Preferred work environment	Why it's important?
<b>Altruistic</b> <b>[MVPI: Altruistic]</b>	<ul style="list-style-type: none"> <li>Desire to help others and contribute to society</li> <li>Likely to volunteer, support charities and engage in events with social purpose</li> </ul>	<ul style="list-style-type: none"> <li>Organisations that emphasise concern for people and encourage activities that benefit society</li> <li>Working with people who care about staff morale, training and development</li> </ul>	<p><i>“The nursing and midwifery profession is <b>centred around the ethos to serve.</b>”</i></p> <p><b>CNMO</b></p>
<b>Tradition</b> <b>[MVPI: Tradition]</b>	<ul style="list-style-type: none"> <li>Dedication to strong personal beliefs</li> <li>Values innovation and progress</li> <li>Appreciates the role of tradition and history as guides to behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Organisations that emphasise respect for authority, tradition and family values</li> <li>A work culture that values organisational loyalty, self-discipline and traditional work ethic</li> </ul>	<p><i>“Striking the balance between <b>leading change and respecting tradition.</b>”</i></p> <p><b>LHD DoNM</b></p>
<b>Science</b> <b>[MVPI: Science]</b>	<ul style="list-style-type: none"> <li>Interest in knowledge, research, technology and data</li> <li>Seeks out evidence and prefers solving problems with objective facts, as opposed to intuition</li> <li>Values analysis and problem solving</li> </ul>	<ul style="list-style-type: none"> <li>Organisations that value future-thinking, data-driven problem solving, technology, and analytical strategies</li> <li>Environments that insist on high-quality service delivery and training</li> </ul>	<p><i>“I think <b>nurses tend to prefer people over technology, but we want to see DoNMs have a greater trust in data.</b>”</i></p> <p><b>Chief Executive</b></p>
<b>Aesthetics</b> <b>[MVPI: Aesthetics]</b>	<ul style="list-style-type: none"> <li>Need for self expression and concern over the look, feel and design of work products</li> <li>Creative and innovative thinkers</li> <li>Value style over substance; critical of things that do not look good</li> </ul>	<ul style="list-style-type: none"> <li>Organisations that value quality, style, innovation and attractive work products</li> <li>Environments that challenge traditional ways of working and understand the importance of good aesthetics</li> </ul>	<p><i>“Critically examine how things can be done differently, <b>fostering creativity and innovation amongst your team.</b>”</i></p> <p><b>DoNM</b></p>



# Section 7:

Cognitive abilities and  
emotional intelligence



ROLE IN  
CONTEXT/  
VISION FOR  
NSW  
HEALTH

VISION FOR  
THE ROLE

CHALLENGES  
AND  
OPPORTUNITIES

EXPERIENCES

CAPABILITIES

LEADERSHIP  
STYLES &  
DERAILERS

MOTIVATIONS

COGNITIVE  
ABILITIES AND  
EMOTIONAL  
INTELLIGENCE

# Cognitive abilities and emotional intelligence

## Showcasing the desired proficiency levels for a DoNM

DoNMs will need strong **cognitive abilities** and **emotional intelligence** to lead their teams to deliver on the strategy.

It is important for DoNMs to have the following abilities:

### Numeric reasoning

Ability to analyse complex numerical data and draw logical conclusions.



### Verbal reasoning

Ability to analyse verbal or written communication and make decisions or inferences from the data.



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### Logical reasoning

Ability to quickly analyse patterns and trends within new or unique sets of data.



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### Emotional intelligence

Ability to recognise, understand and influence own and others' emotions.



# Appendix A

Defining the NSW Public  
Sector Capability Levels



Health

















# NSW Public Sector Capability Levels

## Personal attributes

	Display Resilience and Courage	Act with integrity
<b>Foundational</b> 	<ul style="list-style-type: none"> <li>• Be open to new ideas and approaches</li> <li>• Offer own opinion, ask questions and make suggestions</li> <li>• Adapt well to new situations</li> <li>• Do not give up easily when problems arise</li> <li>• Remain calm in challenging situations</li> </ul>	<ul style="list-style-type: none"> <li>• Behave in an honest, ethical and professional way</li> <li>• Build understanding of ethical behaviour</li> <li>• Follow legislation, policies, guidelines and codes of conduct that apply to your role and organisation</li> <li>• Speak out against misconduct and illegal and inappropriate behaviour</li> <li>• Report apparent conflicts of interest</li> </ul>
<b>Intermediate</b> 	<ul style="list-style-type: none"> <li>• Be flexible and adaptable and respond quickly when situations change</li> <li>• Offer own opinion and raise challenging issues</li> <li>• Listen when ideas are challenged and respond appropriately</li> <li>• Work through challenges</li> <li>• Remain calm and focused in challenging situations</li> </ul>	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way</li> <li>• Support a culture of integrity and professionalism</li> <li>• Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct</li> <li>• Recognise and report misconduct and illegal and inappropriate behaviour</li> <li>• Report and manage apparent conflicts of interest and encourage others to do so</li> </ul>
<b>Adept</b> 	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>
<b>Advanced</b> 	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>
<b>Highly advanced</b> 	<ul style="list-style-type: none"> <li>• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues</li> <li>• Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change</li> <li>• Raise critical issues and make tough decisions</li> <li>• Respond to significant, complex and novel challenges with a high level of resilience and persistence</li> <li>• Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations</li> </ul>	<ul style="list-style-type: none"> <li>• Champion and model the highest standards of ethical and professional behaviour</li> <li>• Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations</li> <li>• Set, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>• Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports</li> <li>• Act promptly and visibly to prevent and respond to unethical behaviour</li> </ul>

Manage Self	Value Diversity and Inclusion
<ul style="list-style-type: none"> <li>• Be willing to develop and apply new skills</li> <li>• Show commitment to completing assigned work activities</li> <li>• Look for opportunities to learn and develop</li> <li>• Reflect on feedback from colleagues and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Acknowledge and respect diverse cultures, backgrounds, experiences, perspectives, values and beliefs</li> <li>• Seek and understand the contributions and perspectives of others</li> <li>• Be aware of own personal values and biases that may affect others</li> <li>• Contribute to a supportive and safe working environment</li> </ul>
<ul style="list-style-type: none"> <li>• Adapt existing skills to new situations</li> <li>• Show commitment to achieving work goals</li> <li>• Show awareness of own strengths and areas for growth, and develop and apply new skills</li> <li>• Seek feedback from colleagues and stakeholders</li> <li>• Stay motivated when tasks become difficult</li> </ul>	<ul style="list-style-type: none"> <li>• Be responsive to diverse cultures, backgrounds, experiences, perspectives, values and beliefs</li> <li>• Seek participation from others who may have different backgrounds, perspectives and needs</li> <li>• Be open to different perspectives and experiences in generating ideas and solving problems</li> <li>• Adapt well in diverse environments</li> <li>• Respond constructively to feedback regarding observations of bias in language or behaviour</li> </ul>
<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate and maintain a high level of personal motivation</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders</li> <li>• Demonstrate cultural sensitivity, and engage with and integrate the views of others</li> <li>• Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences</li> <li>• Recognise and adapt to individual abilities, differences and working styles</li> <li>• Support initiatives that create a safe and equitable workplace and culture in which differences are valued</li> <li>• Recognise and manage bias in interactions and decision making</li> </ul>
<ul style="list-style-type: none"> <li>• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>• Actively seek, reflect and act on feedback on own performance</li> <li>• Translate negative feedback into an opportunity to improve</li> <li>• Take the initiative and act in a decisive way</li> <li>• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>• Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>• Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> <li>• Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>• Champion the business benefits generated by workforce diversity and inclusive practice</li> </ul>
<ul style="list-style-type: none"> <li>• Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning</li> <li>• Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour</li> <li>• Manage challenging, ambiguous and complex issues calmly and logically</li> <li>• Model initiative and decisiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Create and drive a culture where all staff practise inclusion and value the diversity of people, experiences and backgrounds</li> <li>• Take advantage of a diverse and inclusive workplace to foster innovation, drive change across the organisation and deliver business outcomes</li> <li>• Drive the design of equitable workplace systems, policies and practices that enable individuals to contribute to their fullest ability</li> <li>• Inspire others to become inclusive leaders by modelling inclusive behaviours in everyday actions</li> </ul>

# Relationships

	Communicate Effectively	Commit to Customer Service
<b>Foundational</b> 	<ul style="list-style-type: none"> <li>• Speak at the right pace and volume for diverse audiences</li> <li>• Allow others time to speak</li> <li>• Listen and ask questions to check understanding</li> <li>• Explain things clearly using inclusive language</li> <li>• Be aware of own body language and facial expressions</li> <li>• Write in a way that is logical and easy to follow</li> <li>• Use various communication channels to obtain and share information</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the importance of customer service and understanding customer needs</li> <li>• Help customers understand the services that are available</li> <li>• Take responsibility for delivering services that meet customer requirements</li> <li>• Keep customers informed of progress and seek feedback to ensure their needs are met</li> <li>• Show respect, courtesy and fairness when interacting with customers</li> <li>• Recognise that customer service involves both external and internal customers</li> </ul>
<b>Intermediate</b> 	<ul style="list-style-type: none"> <li>• Focus on key points and speak in plain English</li> <li>• Clearly explain and present ideas and arguments</li> <li>• Listen to others to gain an understanding and ask appropriate, respectful questions</li> <li>• Promote the use of inclusive language and assist others to adjust where necessary</li> <li>• Monitor own and others' non-verbal cues and adapt where necessary</li> <li>• Write and prepare material that is well structured and easy to follow</li> <li>• Communicate routine technical information clearly</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on providing a positive customer experience</li> <li>• Support a customer-focused culture in the organisation</li> <li>• Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers</li> <li>• Identify and respond quickly to customer needs</li> <li>• Consider customer service requirements and develop solutions to meet needs</li> <li>• Resolve complex customer issues and needs</li> <li>• Cooperate across work areas to improve outcomes for customers</li> </ul>
<b>Adept</b> 	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>
<b>Advanced</b> 	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	<ul style="list-style-type: none"> <li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>• Ensure systems are in place to capture customer service insights to improve services</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>
<b>Highly advanced</b> 	<ul style="list-style-type: none"> <li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>• Speak in a highly articulate and influential manner</li> <li>• State the facts and explain their implications for the organisation and key stakeholders</li> <li>• Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li> <li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>• Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> <li>• Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</li> <li>• Set overall performance standards for service delivery across the organisation and monitor compliance</li> </ul>






Work Collaboratively	Influence and negotiate
<ul style="list-style-type: none"> <li>• Work as a supportive and cooperative team member, sharing information and acknowledging others' efforts</li> <li>• Respond to others who need clarification or guidance on the job</li> <li>• Step in to help others when workloads are high</li> <li>• Keep the team and supervisor informed of work tasks</li> <li>• Use appropriate approaches, including digital technologies, to share information and collaborate with others</li> </ul>	<ul style="list-style-type: none"> <li>• Use facts to support claims</li> <li>• Help to find solutions that contribute to positive outcomes</li> <li>• Contribute to resolving differences with other staff or stakeholders</li> <li>• Respond to conflict without worsening the situation and refer to a supervisor where appropriate</li> <li>• Know when to withdraw from a conflict situation</li> </ul>
<ul style="list-style-type: none"> <li>• Build a supportive and cooperative team environment</li> <li>• Share information and learning across teams</li> <li>• Acknowledge outcomes that were achieved by effective collaboration</li> <li>• Engage other teams and units to share information and jointly solve issues and problems</li> <li>• Support others in challenging situations</li> <li>• Use collaboration tools, including digital technologies, to work with others</li> </ul>	<ul style="list-style-type: none"> <li>• Use facts, knowledge and experience to support recommendations</li> <li>• Work towards positive and mutually satisfactory outcomes</li> <li>• Identify and resolve issues in discussion with other staff and stakeholders</li> <li>• Identify others' concerns and expectations</li> <li>• Respond constructively to conflict and disagreements and be open to compromise</li> <li>• Keep discussions focused on the key issues</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relationships with internal and external stakeholders</li> <li>• Anticipate and minimise conflict</li> </ul>
<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</li> <li>• Publicly celebrate the successful outcomes of collaboration</li> <li>• Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions</li> <li>• Identify and overcome barriers to collaboration with internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>• Use sound arguments, strong evidence and expert opinion to influence outcomes</li> <li>• Determine and communicate the organisation's position and bargaining strategy</li> <li>• Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional</li> <li>• Achieve effective solutions when dealing with ambiguous or conflicting positions</li> <li>• Anticipate and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>• Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>

# Results

	Deliver Results	Plan and Prioritise
<b>Foundational</b> 	<ul style="list-style-type: none"> <li>• Seek clarification when unsure of work tasks</li> <li>• Complete own work tasks under guidance within set budgets, timeframes and standards</li> <li>• Take the initiative to progress own work</li> <li>• Identify resources needed to complete allocated work tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and coordinate allocated activities</li> <li>• Re-prioritise own work activities on a regular basis to achieve set goals</li> <li>• Contribute to the development of team work plans and goal setting</li> <li>• Understand team objectives and how own work relates to achieving these</li> </ul>
<b>Intermediate</b> 	<ul style="list-style-type: none"> <li>• Seek and apply specialist advice when required</li> <li>• Complete work tasks within set budgets, timeframes and standards</li> <li>• Take the initiative to progress and deliver own work and that of the team or unit</li> <li>• Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals</li> <li>• Identify any barriers to achieving results and resolve these where possible</li> <li>• Proactively change or adjust plans when needed</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the team and unit objectives and align operational activities accordingly</li> <li>• Initiate and develop team goals and plans, and use feedback to inform future planning</li> <li>• Respond proactively to changing circumstances and adjust plans and schedules when necessary</li> <li>• Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals</li> <li>• Accommodate and respond with initiative to changing priorities and operating environments</li> </ul>
<b>Adept</b> 	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate outcomes and adjust future plans accordingly</li> </ul>
<b>Advanced</b> 	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>• Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>• Monitor the progress of initiatives and make necessary adjustments</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>• Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>• Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul>
<b>Highly advanced</b> 	<ul style="list-style-type: none"> <li>• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives</li> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to achieving outcomes</li> <li>• Initiate and communicate high-level priorities for the organisation to achieve government outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff</li> <li>• Influence the organisation's current and potential future role within government and the community, and plan appropriately</li> <li>• Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning</li> <li>• Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes</li> <li>• Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government</li> </ul>

Think and Solve Problems	Demonstrate Accountability
<ul style="list-style-type: none"> <li>• Ask questions to explore and understand issues and problems</li> <li>• Find and check information needed to complete own work tasks</li> <li>• Identify and inform supervisor of issues that may have an impact on completing tasks</li> <li>• Escalate more complex issues and problems when these are identified</li> <li>• Share ideas about ways to improve work tasks and solve problems</li> <li>• Consider user needs when contributing to solutions and improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Take responsibility for own actions</li> <li>• Be aware of delegations and act within authority levels</li> <li>• Be aware of team goals and their impact on work tasks</li> <li>• Follow safe work practices and take reasonable care of own and others' health and safety</li> <li>• Escalate issues when these are identified</li> <li>• Follow government and organisational record-keeping requirements</li> </ul>
<ul style="list-style-type: none"> <li>• Identify the facts and type of data needed to understand a problem or explore an opportunity</li> <li>• Research and analyse information to make recommendations based on relevant evidence</li> <li>• Identify issues that may hinder the completion of tasks and find appropriate solutions</li> <li>• Be willing to seek input from others and share own ideas to achieve best outcomes</li> <li>• Generate ideas and identify ways to improve systems and processes to meet user needs</li> </ul>	<ul style="list-style-type: none"> <li>• Be proactive in taking responsibility and being accountable for own actions</li> <li>• Understand delegations and act within authority levels</li> <li>• Identify and follow safe work practices, and be vigilant about own and others' application of these practices</li> <li>• Be aware of risks and act on or escalate risks, as appropriate</li> <li>• Use financial and other resources responsibly</li> </ul>
<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Assess work outcomes and identify and share learnings to inform future actions</li> <li>• Ensure that own actions and those of others are focused on achieving organisational outcomes</li> <li>• Exercise delegations responsibly</li> <li>• Understand and apply high standards of financial probity with public monies and other resources</li> <li>• Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety</li> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>
<ul style="list-style-type: none"> <li>• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement</li> <li>• Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</li> <li>• Identify and evaluate organisation-wide implications when considering proposed solutions to issues</li> <li>• Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact</li> <li>• Ensure effective governance systems are in place to guarantee quality analysis, research and reform</li> </ul>	<ul style="list-style-type: none"> <li>• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness</li> <li>• Promote a culture of accountability with clear links to government goals</li> <li>• Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity</li> <li>• Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation</li> <li>• Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved</li> </ul>

# Business enablers

	Finance	Technology
<b>Foundational</b> 	<ul style="list-style-type: none"> <li>Understand that government services budgets are limited and must only be used for intended purposes</li> <li>Appreciate the importance of accuracy and completeness in estimating costs and calculating and recording financial information</li> <li>Be aware of financial delegation principles and processes</li> <li>Understand basic compliance obligations related to using resources and recording financial transactions</li> </ul>	<ul style="list-style-type: none"> <li>Display familiarity and confidence when applying technology used in role</li> <li>Comply with records, communication and document control policies</li> <li>Comply with policies on the acceptable use of technology, including cyber security</li> </ul>
<b>Intermediate</b> 	<ul style="list-style-type: none"> <li>Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending</li> <li>Consider financial implications and value for money in making recommendations and decisions</li> <li>Understand how financial decisions impact the overall financial position</li> <li>Understand and act on financial audit, reporting and compliance obligations</li> <li>Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks</li> <li>Use available technology to improve individual performance and effectiveness</li> <li>Make effective use of records, information and knowledge management functions and systems</li> <li>Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies</li> </ul>
<b>Adept</b> 	<ul style="list-style-type: none"> <li>Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures</li> <li>Understand the impacts of funding allocations on business planning and budgets</li> <li>Identify discrepancies or variances in financial and budget reports, and take corrective action</li> <li>Know when to seek specialist advice and support and establish the relevant relationships</li> <li>Make decisions and prepare business cases, paying due regard to financial considerations</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities to use a broad range of technologies to collaborate</li> <li>Monitor compliance with cyber security and the use of technology policies</li> <li>Identify ways to maximise the value of available technology to achieve business strategies and outcomes</li> <li>Monitor compliance with the organisation's records, information and knowledge management requirements</li> </ul>
<b>Advanced</b> 	<ul style="list-style-type: none"> <li>Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</li> <li>Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>Assess relative cost benefits of various purchasing options</li> <li>Promote the role of sound financial management and its impact on organisational effectiveness</li> <li>Obtain specialist financial advice when reviewing and evaluating finance systems and processes</li> <li>Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Champion the use of innovative technologies in the workplace</li> <li>Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies</li> <li>Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes</li> <li>Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes</li> <li>Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and po</li> </ul>
<b>Highly advanced</b> 	<ul style="list-style-type: none"> <li>Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions</li> <li>Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes</li> <li>Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them</li> <li>Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals</li> <li>Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Support research and expert advice on the application of emerging technologies to achieve organisational outcomes</li> <li>Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation</li> <li>Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies</li> <li>Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness</li> <li>Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements</li> </ul>



Procurement and Contract Management	Project Management
<ul style="list-style-type: none"> <li>• Comply with basic ordering, receipting and payment processes</li> <li>• Apply basic checking and quality-control processes to activities that support procurement and contract management</li> <li>• Understand probity principles relating to purchasing</li> </ul>	<ul style="list-style-type: none"> <li>• Understand project goals, steps to be undertaken and expected outcomes</li> <li>• Plan and deliver tasks in line with agreed project milestones and timeframes</li> <li>• Check progress against agreed milestones and timeframes, and seek help to overcome barriers</li> <li>• Participate in planning and provide feedback on progress and potential improvements to project processes</li> </ul>
<ul style="list-style-type: none"> <li>• Understand and comply with legal, policy and organisational guidelines and procedures relating to purchasing</li> <li>• Conduct delegated purchasing activities in line with procedures</li> <li>• Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Perform basic research and analysis to inform and support the achievement of project deliverables</li> <li>• Contribute to developing project documentation and resource estimates</li> <li>• Contribute to reviews of progress, outcomes and future improvements</li> <li>• Identify and escalate possible variances from project plans</li> </ul>
<ul style="list-style-type: none"> <li>• Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management</li> <li>• Develop well-written, well-structured procurement documentation that clearly sets out the business requirements</li> <li>• Monitor procurement and contract management processes to ensure they are open, transparent and competitive</li> <li>• Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance</li> <li>• Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles</li> <li>• Escalate procurement and contract management issues, where required</li> </ul>	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that employees and contractors apply government and organisational procurement and contract management policies</li> <li>• Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions</li> <li>• Promote effective risk management in procurement</li> <li>• Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes</li> <li>• Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices</li> <li>• Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes</li> <li>• Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure there are systems and effective governance processes in place for project management</li> <li>• Make decisions on accepting projects based on business cases</li> <li>• Use the historical, political and broader context to inform project directions and mitigate risk</li> <li>• Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication</li> <li>• Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances</li> <li>• Drive the changes required to realise the business benefits of the project</li> <li>• Ensure that project management decisions consider interdependencies between projects</li> </ul>

# People management

	Manage and Develop People	Inspire Direction and Purpose
<b>Foundational</b>  	<ul style="list-style-type: none"> <li>Clarify the work required, and the expected behaviours and outputs</li> <li>Clearly communicate team members' roles and responsibilities</li> <li>Contribute to developing team capability and recognise potential in people</li> <li>Recognise good performance, and give support and regular constructive feedback linked to development needs</li> <li>Identify appropriate learning opportunities for team members</li> <li>Create opportunities for all team members to contribute</li> <li>Act as a role model for inclusive behaviours and practices</li> <li>Recognise performance issues that need to be addressed and seek appropriate advice</li> </ul>	<ul style="list-style-type: none"> <li>Assist team members to understand organisational directions</li> <li>Ensure team members understand the organisation's policies and services</li> <li>Ensure team members understand how their activities align with business objectives and the organisation's performance</li> <li>Recognise and acknowledge team members' high-quality work and effort</li> </ul>
<b>Intermediate</b>  	<ul style="list-style-type: none"> <li>Collaborate to set clear performance standards and deadlines in line with established performance development frameworks</li> <li>Look for ways to develop team capability and recognise and develop individual potential</li> <li>Be constructive and build on strengths by giving timely and actionable feedback</li> <li>Identify and act on opportunities to provide coaching and mentoring</li> <li>Recognise performance issues that need to be addressed and work towards resolving issues</li> <li>Effectively support and manage team members who are working flexibly and in various locations</li> <li>Create a safe environment where team members' diverse backgrounds and cultures are considered and respected</li> <li>Consider feedback on own management style and reflect on potential areas to improve</li> </ul>	<ul style="list-style-type: none"> <li>Assist the team or unit to understand organisational directions and explain the reasons behind decisions</li> <li>Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies</li> <li>Ensure team members understand how their activities create value for the organisation, customers and stakeholders</li> <li>Encourage team members to strive for ongoing performance improvement</li> <li>Recognise and acknowledge high individual and team performance</li> </ul>
<b>Adept</b>  	<ul style="list-style-type: none"> <li>Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>Develop work plans that consider capability, strengths and opportunities for development</li> <li>Be aware of the influences of bias when managing team members</li> <li>Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>Monitor and report on team performance in line with established performance development frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders</li> <li>Translate broad organisational strategy and goals into tangible team goals and explain the links for the team</li> <li>Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders</li> <li>Work to remove barriers to achieving goals</li> </ul>
<b>Advanced</b>  	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value</li> <li>Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these</li> <li>Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul>
<b>Highly advanced</b>  	<ul style="list-style-type: none"> <li>Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning</li> <li>Drive executive capability development and ensure effective succession management practices</li> <li>Implement effective approaches to identify and develop talent across the organisation</li> <li>Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences</li> <li>Drive a culture of high performance and ensure performance issues are addressed as a priority</li> </ul>	<ul style="list-style-type: none"> <li>Champion the organisational vision and strategy, and communicate the way forward</li> <li>Create a culture of confidence and trust in the future direction</li> <li>Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation</li> <li>Communicate the parameters and expectations surrounding organisational strategies</li> <li>Celebrate organisational success and high performance, and engage in activities to maintain morale</li> </ul>

Optimise Business Outcomes	Manage Reform and Change
<ul style="list-style-type: none"> <li>• Keep team members informed of the reasons for decisions so that this can inform their work</li> <li>• Ensure that team members make effective use of resources to maximise business outcomes</li> <li>• Ensure that team members understand and inform customers about processes, practices and decisions</li> <li>• Ensure that team members understand business principles to achieve work tasks effectively</li> <li>• Ensure team goals and standards are met</li> </ul>	<ul style="list-style-type: none"> <li>• Support change initiatives and assist team members to understand their purpose and impact</li> <li>• Share information with team members to assist them to understand and manage uncertainty and change</li> <li>• Recognise barriers to change and support the team so they can better accept and facilitate change</li> </ul>
<ul style="list-style-type: none"> <li>• Develop team and unit plans that consider team capabilities and strengths</li> <li>• Plan and monitor resource allocation effectively to achieve team and unit objectives</li> <li>• When planning resources, consider the attraction and retention of people of diverse cultures, backgrounds and experiences</li> <li>• Ensure that team members work with a good understanding of business principles as they apply to the public sector context</li> <li>• Participate in wider organisational workforce planning to ensure that capable resources are available</li> </ul>	<ul style="list-style-type: none"> <li>• Promote change processes and communicate change initiatives across the team or unit</li> <li>• Accommodate changing priorities and respond flexibly to uncertainty and ambiguity</li> <li>• Support others in managing uncertainty and change</li> </ul>
<ul style="list-style-type: none"> <li>• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives</li> <li>• Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning</li> <li>• When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences</li> <li>• Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context</li> <li>• Monitor performance against standards and take timely corrective actions</li> <li>• Keep others informed about progress and performance outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Support teams in developing new ways of working and generating innovative ideas to approach challenges</li> <li>• Actively promote change processes to staff and participate in communicating change initiatives across the organisation</li> <li>• Provide guidance, coaching and direction to others who are managing uncertainty and change</li> <li>• Engage staff in change processes and provide clear guidance, coaching and support</li> <li>• Identify cultural barriers to change and implement strategies to address these</li> </ul>
<ul style="list-style-type: none"> <li>• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals</li> <li>• Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences</li> <li>• Encourage team members to take calculated risks to support innovation and improvement</li> <li>• Align systems and processes to encourage improved performance and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time</li> <li>• Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved</li> <li>• Align workforce resources and talent with organisational priorities</li> <li>• Set clear boundaries and freedoms for the organisation in risk taking</li> <li>• Hold self and others accountable for implementing and maintaining inclusive workforce management practices</li> </ul>	<ul style="list-style-type: none"> <li>• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies</li> <li>• Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context</li> <li>• Create an organisational culture that actively seeks opportunities to improve</li> <li>• Anticipate, plan for and address cultural barriers to change at the organisational level</li> </ul>

# Appendix B

Mapping psychometric  
tools to the profile

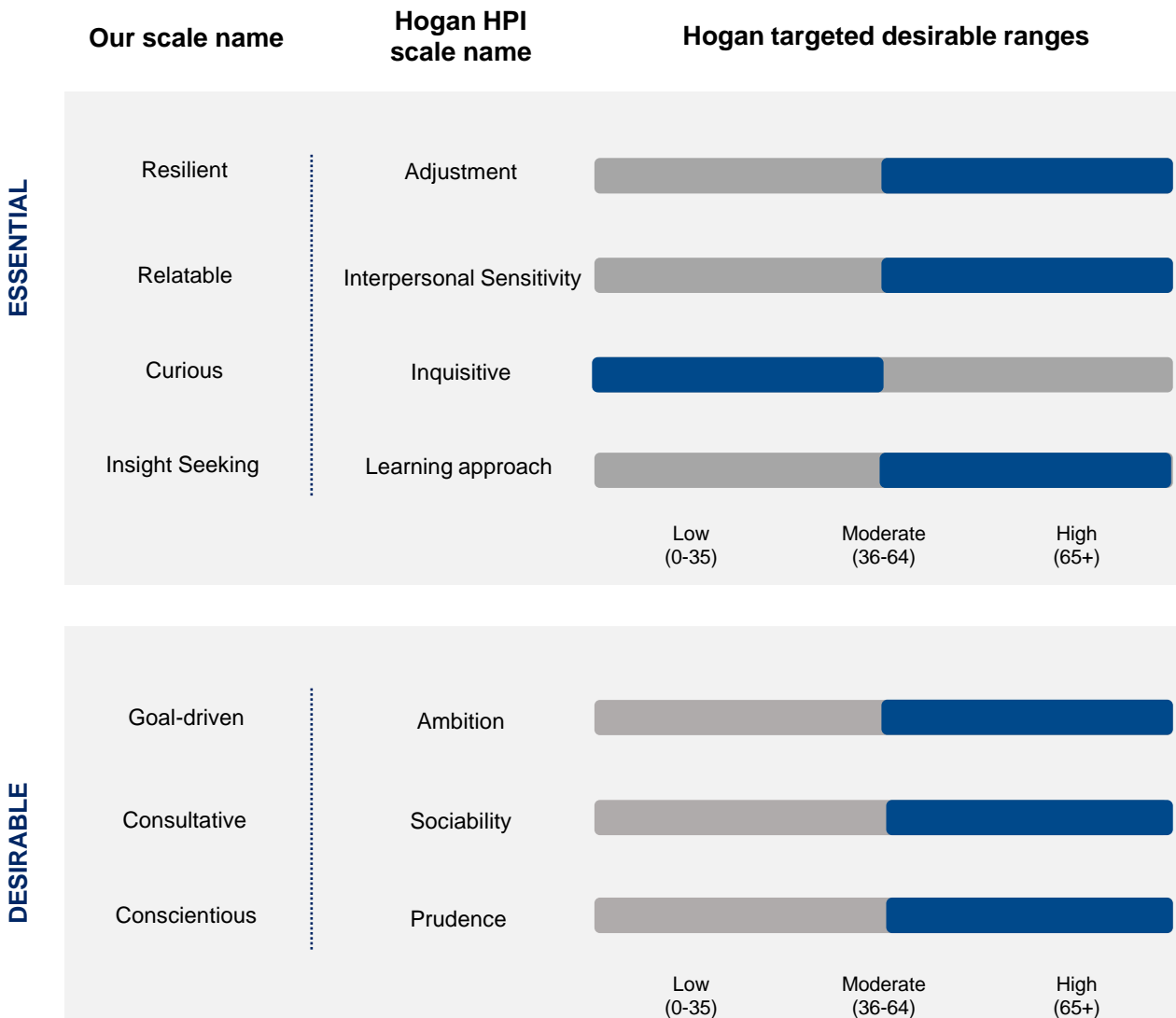




# Mapping Psychometric Tools to the Profile

## Leadership Styles

The leadership styles of DoNMs can be assessed using the **Hogan Personality Inventory (HPI)** as the framework. These styles reference personal characteristics that impact how individuals approach work and interact with others. It is advised leaders sit within the targeted interpretive ranges detailed below.



= the range that a DoNM is expected to fall within

# Potential Derailers

The potential leadership derailers of DoNMs can be assessed through the **Hogan Development Survey** (HDS). These derailers reference tendencies that occur when under stress or pressure, or when a leader is not paying attention. It is advised leaders sit within the targeted interpretive ranges detailed below.

## How to interpret derailer scores:

### Low to no risk (69 and under)

Are unlikely to impact the success of a leader.

### Moderate to High risk on derailers not captured below (70+)

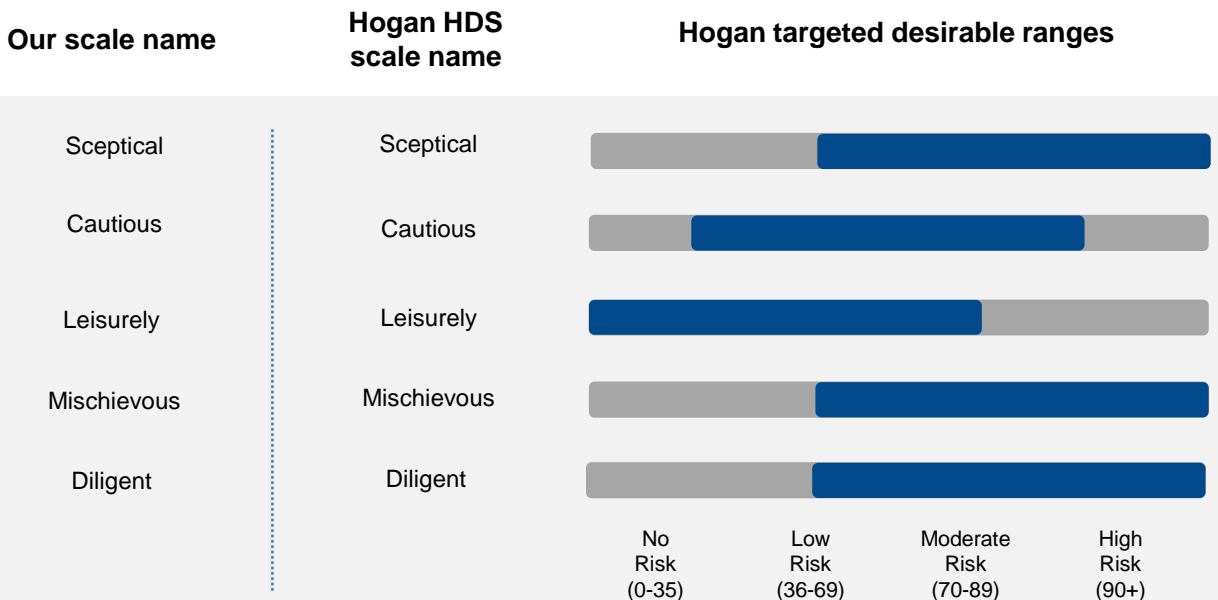
Most leaders will have a couple of derailers, with those in the 'high risk' classification being of most concern. Leaders who demonstrate derailers not captured in the list below are less likely to have their success as a DoNM impacted by these derailers. However, these derailers should be still be explored with the leader in an interview (particularly for high risk derailers).

### Moderate risk on the below derailers (70-89)

Leaders who are classified as moderate risk have an increased likelihood of being unsuccessful in the DoNM role. Such leaders may still be appropriate for the DoNM role where they have demonstrated mechanisms to cope with/avoid their derailers.

### High risk on the below derailers (90-100)

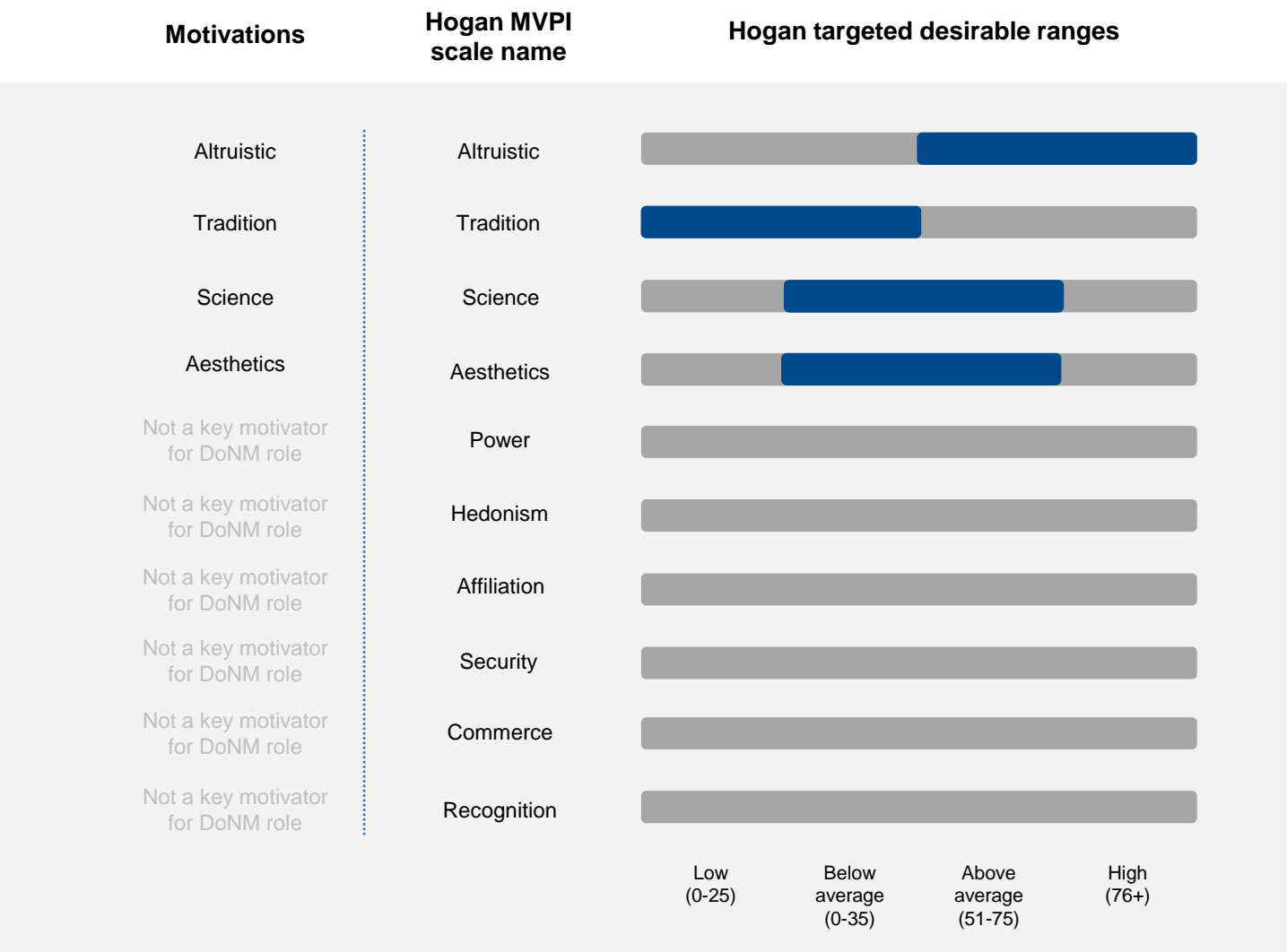
Leaders who are classified as high risk on the below derailers are at high risk of being unsuccessful in the DoNM role. Such leaders may still be appropriate for the DoNM role if they only demonstrate some (and not all) of the below derailers, and can clearly demonstrate mechanisms to cope with/avoid their derailers.



= the range that a DoNM is expected to fall within

# Motivators

Leadership motivators can be assessed through the **Hogan Motive Values Preferences Inventory (MVPI)**. These motivators reference an individual’s core values, goals, interests, and information that relates to (a) the environment in which the person will perform best and derive the most motivation, and (b) the kind of culture the person will be motivated to create as a leader. It is advised leaders sit within the targeted interpretive ranges detailed below.



Low (0-25)      Below average (0-35)      Above average (51-75)      High (76+)

= the range that a DoNM is expected to fall within

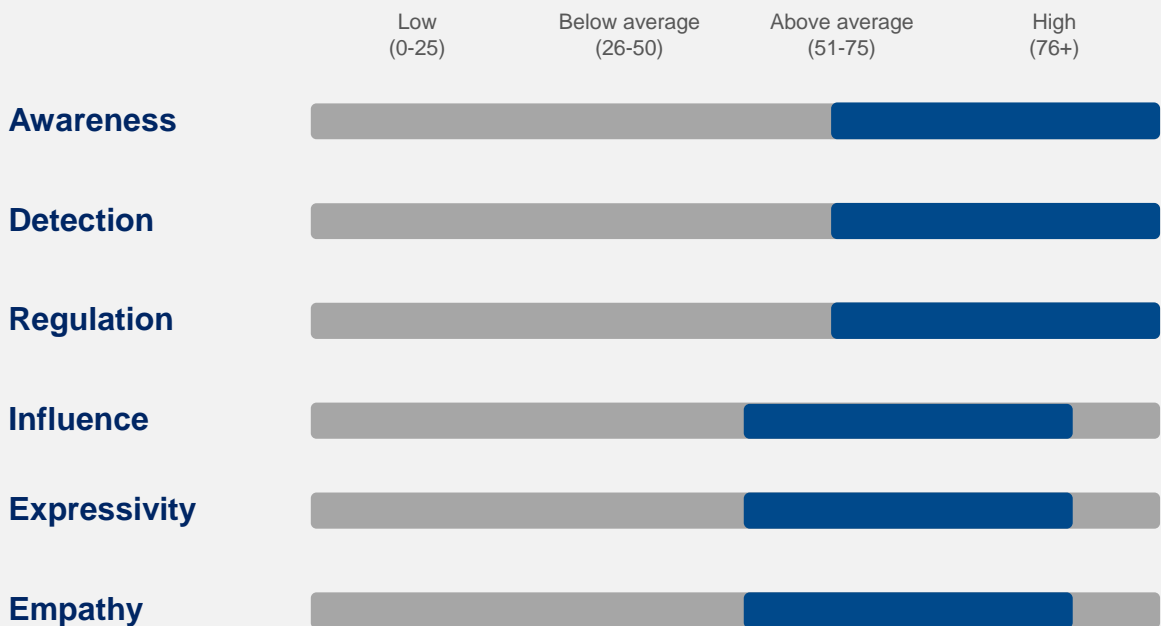



# Cognitive Abilities and Emotional Intelligence

The cognitive abilities of DoNMs can be measured through the administration of **numerical, verbal and logical reasoning tests** e.g. SHL Verify. To achieve a 'strong' rating in these tests, individuals should be scoring 'above average' in relation to the benchmarked test population.

The emotional intelligence of DoNMs can be assessed using the **Hogan Emotional Intelligence (EQ)** as the framework. Individuals with higher emotional intelligence have good interpersonal skills and quickly understand what others feel and why they behave in a certain way. Further, these individuals remain calm in stressful situations and handle pressure well. It is advised leaders sit within the targeted interpretive ranges detailed below.

## Hogan targeted desirable range



 = the range that a DoNM is expected to fall within







EXIT

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Every time  
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NSW  
GOVERNMENT

Health