NSW Health

**LHD/SN Director of Nursing and Midwifery
Leader Success Profile**

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Nursing and Midwifery

Every person
Every time
Exceptional care

NSW GOVERNMENT | Health

Contents

Section 1:

Understanding the Leader
Success Profile

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Leader Success Profile overview

The NSW Health Local Health District / Specialty Network Director of Nursing and Midwifery (LHD/SN DoNM) Leader Success Profile defines the leadership elements required to be an outstanding LHD/SN DoNM in the Health Service (see figure 1), **and can be used to inform better decision making across the career and talent development lifecycle.**

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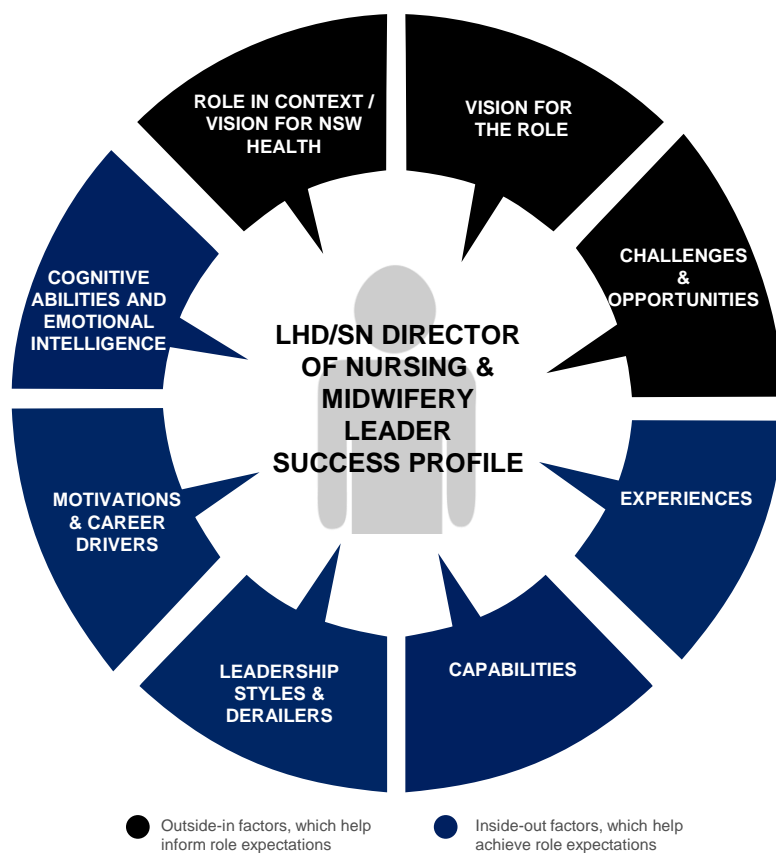

Figure 1: Leader Success Profile framework

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 achieve.

2 The **vision for the role**, to provide insight into what future LHD/SN DoNMs need to strive for.

3 The **key challenges and opportunities** LHD/SN 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 LHD/SN DoNM and successfully navigate the context they are operating in.

6 The **leadership styles** and **derailers** that should be understood to best support success within the LHD DoNM role.

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 describes the purpose, scope and use of a Leader Success Profile and contains the LHD/SN DoNM Leader Success Profile. This profile is consistent across size, geography, rural, regional and metro health services, and applies to all **LHD/SN DoNMs** in NSW Health.

How to use the Leader Success Profile

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

The LDH/SN 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

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

Clear criteria to inform the design of any LHD/SN DoNM leadership development programs

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

Clear criteria to inform succession planning activities

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

Where to use the LHD/SN Director of Nursing and Midwifery Leader Success Profile

	Recruitment, Selection and Onboarding	Leadership, Organisation and Development	Performance and Recognition	Career and Mobility
Example Applications	• Attraction • Job advertisement • Interviews • Job-related assessment • Identifying candidates • Onboarding	• Workforce management/ planning • Leadership development curriculum/assessment • Succession planning (future leaders assessment)	• Personal and professional development plans and career conversations • Career development review • High potential assessments/identifications • Recognition programs • 360-degree feedback surveys	• Career pathways/planning • Secondment/exchange scheme • Redeployment • Future talent pools (e.g. high potential) • Future career mobility pools (when developed)
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.

How was the LHD/SN DoNM Leader Success Profile formed?

The Ministry of Health's Nursing and Midwifery Office (NaMO) has conducted extensive consultation and engagement with LHD/SN DoNMs and Chief Executives across NSW, in order to inform the Leader Success Profile.

To ascertain key theme areas across the Success Profile, NaMO facilitated **7 x Interviews with LHD/SN DoNMs and Chief Executives**

To test specific areas of interest, NaMO conducted **1 x LHD/SN DoNM Focus Group,** with a total of 10 LHD/SN DoNM participants

To test and refine Leader Success Profile insights, NaMO facilitated **3 x Validation Interviews** with executive leaders

Section 2:

Role in context

Vision for NSW Health

Vision for the role

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Role in context

Detailing the evolving landscape and critical leadership role of the LHD/SN DoNM

NSW Health is the largest healthcare system in Australia, and one of the largest in the world.[1] It is a complex system that is actively working through managing key changes impacting the system: evolving models of care, constrained budgets, increasingly savvy consumer preferences and ongoing digital transformation. These changes, along with the COVID-19 pandemic and natural disasters such as floods and bushfires, have highlighted the importance of strong leadership to drive outcomes for both consumers and society at large.

LHD/SN DoNMs have played a significant leadership role in crisis and emergency management, enabling the delivery of safe and high quality care in challenging and highly visible situations, namely the COVID-19 pandemic. In doing so, they have demonstrated their ability to rapidly mobilise multidisciplinary teams to deliver on critical priorities in a safe and effective way.

Simultaneously, there is an expectation that LHD/SN DoNMs continue to maintain a proactive and future-focused mindset, particularly around sponsoring and embedding new models of care into nursing and midwifery services. Transforming care models is a multi-year process which may often require significant planning and changes to delivery models.[2] As a result, new care models must be aligned to strategic organisational objectives and sponsored by leaders with continuity in tenure.

> *"Nurses and midwives lead in terms of outcomes for patients"*
> - LHD DoNM

> *"We are at the centre of patient care"*
> - LHD DoNM

Navigating societal and healthcare trends

The role of the LHD/SN DoNM is pivotal to the overall success of nursing and midwifery, but also of their respective LHD/SN and in their capacity as a member of the executive leadership team.

LHD/SN DoNMs are operating in a unique environment, influenced by both general **societal trends** and the rapidly **evolving healthcare sector**.

Societal trends:
- Covid-19 pandemic
- Natural disasters
- Changing demographics
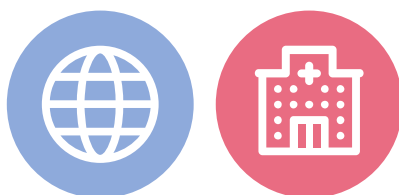
Healthcare trends
- Changing models of care
- Increased importance of staffing
- Complex stakeholder ecosystems
- Increased virtual care (digital and data)

Figure 2: LHD/SN DoNM evolving landscape

[1] NSW Health, 2019 Annual Report, Overview

[2] Deloitte, 2021 Global Health Care Outlook

Societal trends

COVID-19 pandemic

Nurses and midwives have been pivotal in supporting the response and fight against COVID-19, both directly through testing and vaccine provision, as well as indirectly by supporting the sustainability of the healthcare system.

Recent natural disasters

LHD/SN DoNMs and their teams have been affected by a series of floods, bushfires and droughts which have heavily impacted NSW over the past few years. This is particularly the case for the segments of the workforce operating in rural and regional areas.

Changing demographics

Evolving demographics, such as an ageing population, place varied pressures on key services.
Further, the ageing of the nursing workforce itself poses a key challenge around retaining knowledge within the workforce prior to experienced nurses and midwives retiring.

Opportunities for LHD/SN DoNMs…

Using the learnings and differing models of care that these unforeseen situations have presented, and identifying key areas to drive improvement efficiencies in service delivery or patient and staff experiences

Considering how to adapt models of care so that the needs for ageing consumers are incorporated into service design

Proactively driving workforce strategies and models of care which cater for evolving workforce trends and needs

Healthcare trends

Changing models of care
LHD/SN DoNMs are leading a multidisciplinary workforce which is increasingly based off-site or virtually. For these teams to successfully operate and evolve, LHD/SN DoNMs must build networks and forge partnerships.

Increased importance of staffing
Increased demand on the service results in increased requirements on services and the LHD/SN, leading to upward pressure on overtime hours and, if not addressed, absenteeism.

Complex stakeholder ecosystems
LHD/SN DoNMs are increasingly juggling the interests of the nursing and midwifery workforce, the broader LHD/SN and the executive.

Increased virtual care (digital and data)
The rising adoption of digital technologies such as cloud, artificial intelligence and telehealth is increasing the need for greater data fluency and analytical skills amongst nurses and midwives.

Opportunities for LHD/SN DoNMs…

Advocating for enhanced consumer and staff experiences, and redefining conventional care practices beyond being solely onsite

Translating workforce strategies and sponsoring initiatives to enhance and augment the existing nursing and midwifery workforce

Partnering with external and internal stakeholders to identify and implement innovative ways to promote better person-centred outcomes

Identifying opportunities to leverage data and technology to promote evidence-based practices in the delivery of high quality and safe care

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

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

NSW Health vision	NSW Health strategic priorities	NSW Health values
A sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled	1. Keep people healthy 2. Provide world-class clinical care where patient safety is first 3. Integrate systems to deliver truly connected care 4. Develop and support our people and culture 5. Support and harness health and medical research and innovation 6. Enable eHealth, health information and data analytics 7. Deliver infrastructure for impact and transformation 8. Build financial sustainability and robust governance	Collaboration Openness Respect Empowerment

"I am doing everything I possibly can in any body of work I do to map back into the NSW strategic vision, pillars or values"
- LHD/SN DoNM

"As a member of the executive, the LHD/SN DoNM must know the vision well, and align our decision making, policy and practices to it"
- Chief Executive

"There is nothing different we do on a district level to what a NUM is doing on a patient level - it's all about focusing on improving patient experiences and performing our jobs to the best of our ability"
- LHD/SN DoNM

"We use the vision as the foundation of what we do and 'live those strengths'"
- LHD/SN DoNM

"LHD/SN DoNMs need to be able to story-tell the vision and communicate to a broader audience""
- Chief Executive

Vision for the role

Defining the future purpose and direction for LHD/SN DoNMs

The below vision statement has been crafted through extensive consultation and reiteration with current LHD/SN DoNMs across NSW and the Ministry of Health's Nursing and Midwifery Office.

*"LHD/SN DoNMs **drive the nursing and midwifery professional practice standards**. They create a supportive culture that ensures that the nursing and midwifery workforce is **future-ready, resilient** and able to **deliver safe, high quality person-centred care**.*

*They are **strategic leaders and system-wide influencers**, working as part of an executive leadership team to transform service delivery"*

The vision statement for the LHD/SN DoNM role is underpinned by three key concepts: empowering and elevating multidisciplinary teams, inspiring and influencing across the system and strategising and pioneering innovative solutions to provide improved patient outcomes.

Empower and Elevate

LHD/SN DoNMs empower nurses and midwives to work in multidisciplinary teams to deliver safe, high-quality person-centric care. To do this, they:

- Strive for professional excellence by role modelling executive leadership to energise and enable a sustainable workforce that operates at the top of its practice

- Embed clinical governance and high-quality safe practices within the delivery of patient care and workforce development

- Enable high performing multidisciplinary teams by role modelling and encouraging multi-disciplinary team working and empowering teams to engage in autonomous decision-making

> *"It is an honour to be in this role…you don't get to be here without being an outstanding servant to health"*
> *- LHD/SN DoNM*

> *"I see my role as supporting, encouraging and maintaining enthusiasm amidst everything else"* *- LHD/SN DoNM*

> *"There is a role for LHD/SN DoNMs post-COVID around how to manage support and sustain a workforce to deal with ongoing effects"*
> *- Chief Executive*

Inspire and Influence

From a system-wide perspective, LHD/SN DoNMs are the voice for all nursing and midwifery professionals and are at the forefront of delivering change across NSW Health. To do this, they:

- Propel the interests of the nursing and midwifery profession by bringing perspective to all discussions at the Executive level

- Leverage and adopt new digital technologies to identify and proactively respond to increasingly complex patient needs

- Foster communication across the LHD/SN, leveraging partnerships with internal and external stakeholders to build alliances and connections across the system

> *"We are the eyes and ears of the Chief Executive, we share the word on the street"*
> *- LHD/SN DoNM*

> *"LHD/SN DoNMs are leaders responsible for raising standards and the clinical approach of nursing staff"*
> *- Chief Executive*

> *"We are central to the safety of the community"*
> *- LHD/SN DoNM*

Strategise and Pioneer

Looking forward, the LHD/SN DoNM plays a crucial role in proactively responding to current and future needs by developing innovative solutions, models of care, plans and strategies for the future of their LHD/SN. To do this, they:

- Exhibit visionary thinking by staying abreast of demographic and environmental changes to set the strategic direction of the LHD/SN

- Equip the profession with data-driven insights to ensure that care is underpinned by evidence-based practices

- Act as a catalyst for the evolution in nursing and midwifery practice and adapting to shifting models of care (e.g. shared decision making, telehealth)

> *"the LHD/SN DoNM role requires the capacity to think across horizons"*
> *- LHD/SN DoNM*

> *"it's about developing the workforce and helping it to evolve for future needs"*
> *- Chief Executive*

> *"the role is about translating strategy into practice"*
> *- Chief Executive*

Section 3:

Challenges and opportunities

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Challenges and opportunities

Outlining the key challenges and opportunities for LHD/SN DoNMs

LHD/SN DoNMs may face the following **challenges** and **opportunities** that have been identified to mitigate these challenges:

Influencing, negotiating and contributing at the executive level

Challenge

LHD/SN DoNMs find that their perspective on system-wide operational and strategic matters is at times underutilised in decision making at the executive level.

Some LHD/SN DoNMs feel that their contributions at the executive level are weakened by the absence of strong nursing and midwifery research capabilities in their LHD. Moreover, there is the perception that LHD/SN DoNMs only contribute to specific nursing and midwifery workforce issues, which limits their ability to effectively influence others and properly convey their point of view on clinical and strategic decisions that impact patient care.

"Not having the power to influence means I'm not able to do my job properly"
- LHD/SN DoNM

"LHD/SN DoNMs and others often don't fully understand the role"
- Chief Executive

How can LHD/SN DoNMs demonstrate their unique perspective at the executive level?

Opportunities

LHD/SN DoNMs play a crucial role in fostering communication across organisational siloes by building connections and alliances across the system. This creates an opportunity to build strong partnerships with their professional executive counterparts, e.g. through co-chairing clinical governance councils, facilitating joint strategic workforce planning or collaborating on research opportunities.

LHD/SN DoNMs also have the opportunity to engage with organisations outside of the LHD, e.g. research institutes, to increase research capability across the profession. Enabling LHD/SN DoNMs to bring to the table an understanding of research and development which draws on the collective knowledge of the sector, bolstering their ability to influence change.

LHD/SN DoNMs should regularly facilitate discussions with their CEs to align on role expectations and guide LHD/SN DoNMs to more effectively influence in disciplines and portfolios beyond nursing and midwifery. They should bring an evidence-based and insight-driven perspective to these conversations, that is underpinned by situational awareness and an understanding of the key role they play in the broader healthcare system.

"A lot of the role is about influencing – the ability to engage people, provide leadership and hold the bar for where clinical standards should be"
- Chief Executive

"I've had a reasonable degree of success influencing on the executive level. The trick to this centres around bringing compelling evidence"
- LHD/SN DoNM

"We need to be clear about our expectations of the LHD/SN DoNM in managing the evolution of quality, people-centred care"
- Chief Executive

Meeting resourcing and workforce demands

Challenge

A key challenge for LHD/SN DoNMs is managing increasingly complex resourcing and workforce demands. As demonstrated by recent events in the bushfires, floods and ongoing COVID-19 pandemic, LHD/SN DoNMs have needed to adapt to rapidly changing situations, often involving quick and uncertain decision-making.

These crises have also tested the agility and adaptability of the workforce, with nurses and midwives often required to adapt to new ways of working with minimal time to react and plan. In addition, increasing demand for health services has resulted in significant strain on the health system, particularly on the nursing and midwifery population, the largest workforce segment within NSW Health.

"The community has high expectations of health, but we don't have resources to deliver on these"
- LHD/SN DoNM

"There is a sense amongst staff that there is no light at the end of the tunnel"
- LHD/SN DoNM

How can we enable LHD/SN DoNMs and their workforce to meet resourcing and workforce demands?

Opportunities

As the emergency response leads for their LHD, LHD/SN DoNMs are uniquely positioned to carry forward the innovation and creativity exhibited during the COVID-19 response. This is clearly demonstrated in the workforce mobilisation and adoption of new models of care such as virtual health. There is an opportunity to proactively meet current and future needs by thinking strategically around how the learnings from not only COVID-19, but also the bushfires and floods, can be adapted into everyday practice.

LHD/SN DoNMs can equip their workforce to adapt to shifting resourcing and workforce demands by creating opportunities to pursue strategic priorities in parallel with day to day responsibilities.

Further, thinking deeply around how to leverage new technologies and the role of nursing and midwifery practice in a technology-enabled environment is a key opportunity for LHD/SN DoNMs. Doing so will ensure that nurses and midwives are able to work at the top of their practice, enabling more time to focus on care delivery.

"We need to empower our staff, release them and encourage them to upskill in change management"
- LHD/SN DoNM

"We can get absolutely absorbed in the day to day, but we need to think about the opportunities around data and technology"
- Chief Executive

Building a flexible, diverse and inclusive work environment

Nurses and midwives understandably expect more flexibility, diversity and inclusion in their work environment. It is now becoming apparent that there are differing levels of understanding and expectations around what this looks like across the newer and existing workforce.

Simultaneously, the impact on the delivery of care is prominent in the LHD/SN DoNM's priorities, particularly as the current workforce leans towards retirement. At times, LHD/SN DoNMs find it challenging to balance understanding and respecting the diverse needs of their workforce alongside resourcing and concerns. They are being prompted to re-evaluate the optimal method for attracting and retaining staff, whilst maintaining the criticality of delivering safe and high quality, person-centric care.

"I've had to change my view on flexibility, but I think many in my teams still think things should be done as they were in the past"
- LHD/SN DoNM

"The new generations of nurses have differing expectations of work life balance"
- LHD/SN DoNM

How do LHD/SN DoNMs demonstrate the flexibility and diversity of the work environment?

Opportunities

As executive nursing and midwifery leaders, LHD/SN DoNMs are critical to creating a culture of safety and the conditions that enable nurses and midwives to deliver high quality care. There is an opportunity for greater adoption of strategies that make the work environment more family-friendly, increasing employee satisfaction and retention.

Furthermore, there is an opportunity to change the narrative around shift-work, instead spotlighting its inherent flexibility and creativity. This positive framing of shift-work may be facilitated through sharing success stories and providing anecdotal evidence from senior clinical leaders, shifting ways of thinking from a fixed to a growth mindset. LHD/SN DoNMs may leverage their lived experience to set the standards around flexibility and realise the opportunities which shift-work can create.

"We need to promote the flexibility of shift-work, rather than seeing it as a negative"
- LHD/SN DoNM

"We need to be telling stories of what good culture, innovation and care looks like"
- Chief Executive

Maintaining visibility and connection with nurses and midwives

Often, LHD/SN DoNMs are required to make rapid organisational decisions to address numerous quality, safety, patient and workforce issues which affect nurses and midwives across the state. As a result, LHD/SN DoNMs need to work to ensure that their workforce remains connected and supported amidst the changing complexity of their work environment.

Further, whilst overseeing emergency management, some LHD/SN DoNMs find it challenging to sustain continuous on-site presence and build a meaningful connection with clinicians. This has been heightened during COVID-19, as the ability to be physically visible is constrained by public health orders and internal policies and procedures.

"*The challenge comes down to LHD/SN DoNMs feeling like they don't have operational management capabilities*"

- Chief Executive

"*I feel like I'm on the edge of the field, away from the operational grind*"

- LHD/SN DoNM

How can LHD/SN DoNMs maintain visibility and connection with their clinicians?

LHD/SN DoNMs have an opportunity to carry forward learnings from the COVID-19 pandemic around the significance of sustaining visibility and situational awareness with their front-line staff. Educating the workforce on the broader organisational picture, creating an inclusive culture and engaging them in the reassessment of care delivery, allows nurses and midwives to gain perspective on decisions being made and any changes being introduced.

There is an important role for LHD/SN DoNMs to play in role-modelling executive leadership to nurses, midwives and the organisation more broadly. For example, hot-desking across facilities and guest presenting at facility-based meetings allows LHD/SN DoNMs to build an understanding with front-line staff around the LHD/SN DoNM role and its relevance. This can be facilitated by leveraging virtual and in-person networking forums and social media. Further, executive rounding has been highlighted by several LHD/SN DoNMs as an effective method to increase visibility.

"I think having a presence is important…I don't expect my nurses and midwives to know my name but they should know this role and what I represent"

- LHD/SN DoNM

"The key is not constraining the freedom and ability for good nurses to do things differently"

- Chief Executive

Balancing strategic and operational priorities

Challenge

LHD/SN DoNMs face a significant challenge around applying strategic thinking whilst striking a balance between operational demands and priorities. The critical nature of operational needs will be prioritised over strategic priorities, particularly where patient safety and quality care is involved.

Some LHD/SN DoNMs feel that their ability to conduct strategic planning and thinking is constrained by resourcing and staffing limitations. This has been underscored during the COVID-19 pandemic, where they and their teams are regarded as the primary group to address and resolve pressing operational issues, despite this being a shared priority for the executive team and the LHD.

"The LHD/SN DoNM role is not directly responsible for operations. Yet, everything is focused on operational (e.g. meeting KPIs, budget)"
- LHD/SN DoNM

"I feel like I'm holding all these balls in the air and I realise I can't do it all"
- LHD/SN DoNM

How do we enable LHD/SN DoNMs to prioritise strategic and operational responsibilities?

Opportunities

It is imperative that LHD/SN DoNMs exercise judgement around the scope of their responsibilities. The workforce agility displayed in the pandemic highlights the capability of staff to analyse, ideate and quickly address issues. There is an opportunity for LHD/SN DoNMs to leverage available direct reports and support resources to optimise their workload. By doing so, LHD/SN DoNMs develop autonomous teams capable of critically evaluating the current state to improve processes, systems and ways of working.

As executive nursing leaders responsible for setting the strategic vision of their LHD, utilising innovative technologies such as artificial intelligence and machine learning may allow for more informed responses to changing patient and staffing needs. There is an opportunity for LHD/SN DoNMs to harness existing data and information and apply it practically to drive workforce planning.

"We need to find the space to look for improvements and innovation even in the midst of standard operational delivery"
- LHD/SN DoNM

"The LDoNMs role is to gravitate beyond the detail and churn of the system to focus on the strategic level and progress it"
- Chief Executive

Section 4:

Experiences

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Experiences

Indicating the key behaviours and experiences for the LHD/SN DoNM role

For the greatest success, LHD/SN DoNMs will need to draw on their previous experiences or gain additional experience in multiple areas. The following **eight experiences** have been identified as critical by LHD/SN DoNMs and are supported by experience indicators which are provided for reference. These experiences can be applied regardless of location and setting, and may be gained in the LHD/SN DoNM role or prior to entering the role.

EXPERIENCE 1

EXPERIENCE 2

Strategising and leading the implementation of person-centric initiatives	**Leading change, transformation and complex projects**
Empowering nursing and midwifery professionals to deliver safe and high quality care for all patients	**Leading initiatives that enhance and improve care delivery within the LHD**
Experience indicators:	Experience indicators:
• Equipping nurses and midwives with the tools, skills and knowledge to inform and influence patient decisions	• Setting the vision and strategic direction for all nurses and midwives to lead value-based care initiatives across the LHD
• Driving the implementation of new models of care that enhance patient safety and care quality	• Sponsoring complex projects; providing executive steer and guidance where needed
• Systematically understanding clinical research and evidence; leveraging key insights to improve clinical practice	• Ensuring the development or existence of local systems, frameworks and processes that support continuous quality improvement and transformational change initiatives within the LHD
"This speaks to new models of care and leading behavioural change" - Chief Executive	*"Leading change and transformation cuts across normal business as well as disruptive factors and environments"* - LHD/SN DoNM
"The role of nurses is to provide the right information so that the patients can make the most informed decisions" - LHD/SN DoNM	*"LHD/SN DoNMs will more likely than not be an executive sponsor for complex projects"* - LHD/SN DoNM
"We need to come from a research and evidence-based background" - LHD/SN DoNM	*"Leading change is a no-brainer... it is incredibly important for the LHD DoNM role"* - Chief Executive

Developing and leading nursing and midwifery teams within the LHD

Leading service development and workforce planning initiatives

Networking, partnering and bringing the right people combinations together to deliver on outcomes for the LHD

Driving targeted initiatives and interventions to address and solve for organisational challenges

Experience indicators:

- Setting the professional standards to enable the professional growth and development of nurses and midwives through role-modelling, mentorship and coaching

- Partnering with nursing or midwifery managers, and other managers, to collaboratively design and implement care delivery improvements

- Recognising the difference between leadership and management; setting the direction and leaning in where needed

- Conducting succession planning and creating opportunities for nurses and midwives to step up into managerial positions and collaborate with other craft groups

"Partnering with our managers and teams to understand what they want to deliver, rather than telling them what they must deliver"
- LHD/SN DoNM

"I think there is a component of coaching upcoming leaders, and engaging people with compassion" - LHD/SN DoNM

"It is fundamental to have leadership that is growing a nursing and midwifery workforce that is aligned with what is important and wants to be better and better" - Chief Executive

Experience indicators:

- Accounting for contextual factors (e.g. changing demographics and environmental factors) in all strategic service and workforce planning initiatives

- Actively seeking opportunities to devise and implement strategic workforce planning initiatives that address specific needs and gaps within the nursing and midwifery workforce and the wider multidisciplinary team

- Equipping nursing and midwifery leaders with the tools and capabilities to be able to successfully implement and action these initiatives

"LHD/SN DoNMs are involved in looking at situations - where contextual development is going, changing demands and demographics… and being focused on how they can prepare their workforce for the future"
- Chief Executive

"Strategy is useless if you don't have a sustainable nursing and midwifery workforce"
- LHD/SN DoNM

"LHD/SN DoNMs need to have the ability to lead clinical nursing practice, professional development and nursing standards"
- Chief Executive

Aligning operational priorities and service delivery to strategic goals

Identifying and implementing opportunities for financial efficiencies

Determining operational priorities and service delivery goals in line with the strategy, policy and standards of the LHD

Implementing value-based care initiatives for future growth and service improvement

Experience indicators:

- Co-designing operational plans with nurses and midwives to ensure that strategic priorities are filtered down all levels of the LHD

- Revisiting operational plans on a regular basis to ensure ongoing alignment with strategic priorities

- Driving readiness for the workforce to meet accreditation and associated standards, reinforcing the connections between day-to-day operational activities, standards and strategy

Experience indicators:

- Driving value-based care initiatives that are focused on minimising harm and delivering high-quality, safe care

- Achieving financial efficiencies with the intention of reinvesting benefits to develop new models of care which enhance patient experiences

- Encouraging safe rostering practices to achieve the right skills mix, reduce excessive overtime costs and minimise employee burnout

"We draw and align all of our work to the strategic standards. This helps to build relevance with Facility DoNMs and the staff that sit beneath them" - LHD/SN DoNM

"Accreditation processes help tie services to strategy - drawing and aligning our work to each of the standards" - LHD/SN DoNM

"Balancing the here and now with longer term strategic issues. This is a hard place to land" - LHD/SN DoNM

"The things we are working on and driving from a strategic perspective need to be translated into an operational setting" - LHD/SN DoNM

"When we deliver on budget, we get rewarded with growth, and that can open up opportunities for new models of care" - LHD/SN DoNM

"We don't cut costs for the stake of cutting cost - we want to improve and grow our teams and focus on delivering innovative models of care" - LHD/SN DoNM

"Our roles are focused on minimising harm. For every instance of harm, that's a cost to the organisation" - LHD/SN DoNM

"Our theory is that if you deliver good quality care, you save money anyway" - LHD/SN DoNM

Collaborating with internal and external stakeholders

Partnering both within and beyond the LHD to exercise influence and maintain visibility

Experience indicators:

- Leveraging virtual technologies to maintain connections with individuals and teams when it is difficult to have an onsite presence
- Networking within other metropolitan and regional LHD/SN DoNMs to share lessons learned and solve problems at a system-wide level
- Guest presenting at facility-based meetings to build brand and share key insights
- Partnering with external education providers, such as universities and TAFE
- Working across the LHD and all its facilities, conducting executive rounding and ward visits

"…we need to think more broadly than the LHD…" - LHD/SN DoNM

"In my view, visibility is up to us, it is an expectation that we collaborate across the LHD at all facilities and do exec rounding"
- LHD/SN DoNM

"I hot desk once a month at all of the facilities in my LHD - this is challenging for rural and remote though" - LHD/SN DoNM

Leading through difficult circumstances

Supporting leaders and teams in navigating and responding to new challenges

Experience indicators:

- Applying lived experiences and learned skills, such as resilience, to recognise and effectively manage difficult circumstances
- Sharing lived experiences and learned strategies with others; developing individual and organisational resilience
- Demonstrating an understanding of what approaches and solutions will and won't be effective within each LHD

"COVID is a good example of this. You need to be able to manage teams through difficult times at any level"
- LHD/SN DoNM

"You come into the LHD/SN DoNM role because you have lived experiences that helps you to do the role" - LHD/SN DoNM

"Working through challenges and assisting others through that process, to minimise outcomes for the patient and organisation"
- LHD/SN DoNM

"We can be adaptive and flexible but also strong enough to say that this may not work for my LHD" - LHD/SN DoNM

Section 5:

NSW Public Sector
Capability Levels

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

NSW Public Sector Capability Levels

The identified capabilities for a high performing LHD/SN DoNM

To enable the greatest success for LHD/SN 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.

Personal Attributes

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change/challenges				■	
Act with Integrity	Be ethical, professional, and adhere to Public Sector values				■	
Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning				■	
Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives			■		

Relationships

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect				■	
Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives				■	
Work Collaboratively	Collaborate with others and value their contribution					■
Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts			■		

Results

Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes					■
Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances				■	
Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions				■	
Demonstrate Accountability	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 LHD/SN DoNM.

	Capability	Definition	Foundational	Intermediate	Adept	Advanced	Highly Advanced
Business Enablers	**Finance**	Understand and apply financial processes to achieve value for money and minimise financial risk			■		
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness			■		
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance			■		
	Project Management	Understand and apply effective planning, coordination and control methods			■		

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

"I wouldn't be here If I wasn't resilient and courageous; it's just paramount. If you don't have resilience and courage, you would be gone within the week"
- LHD/SN DoNM

"You won't find many LDoNMs who don't think you need to be highly skilled in delivering results. People love strategy, but if you're not able to drive strategy and get outcomes and results, there is no point"
- LHD/SN DoNM

"[LHD/SN DoNMs] do not handle the finances of the organisation, but they need to understand value for money because their decisions impact whether we get value for money or not"
- Chief Executive

"I think I can delegate procurement and contract management to others"
- LHD/SN DoNM

"When you're new into the role, you may need to develop some of these things"
- LHD/SN DoNM

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

Section 6:

Leadership style

Derailers

Motivators

NSW GOVERNMENT | Health

ROLE IN CONTEXT/ VISION FOR NSW HEALTH

VISION FOR THE ROLE

CHALLENGES AND OPPORTUNITIES

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CAPABILITIES

LEADERSHIP STYLES & DERAILERS

MOTIVATIONS

COGNITIVE ABILITIES AND EMOTIONAL INTELLIGENCE

Leadership styles

Defining the personality traits that influence how a LHD/SN DoNM works, leads and is successful

The below **leadership styles** are the personality attributes most appropriate to support leadership success for LHD/SN DoNMs in NSW Health.

Attribute	Definition	Why it's important?
Resilient **[HPI: Adjustment]**	***Manages well under pressure*** • Remains calm and confident under pressure • Maintains control during crisis • Expresses optimism of outcomes	*"Optimism of outcomes, especially under immense pressure, is **what sets someone up for success**"* *"Resilience is how you **make things happen** when others may not see it as a priority"*
Relatable **[HPI: Interpersonal Sensitivity]**	***Good at relationships*** • Willing to challenge others, but ensures that they do so tactfully • Is warm and approachable • Perceptive and understanding of others' moods	*"We need to be **caring and compassionate**, to get to know each other as it helps with the direct conversations"* *"This makes **a leader in the true sense**, with people following them"*
Curious **[HPI: Inquisitive]**	***Creative, big-picture*** • Demonstrates curiosity and openness to new ideas/opportunities • Courageous and innovative in their problem-solving • Practical and not easily bored	*"You have to be continually exploring what's **the best way to deliver services**"* *"Being **critical** and **open to new ideas** is how you get **significant changes and improvements** to nursing and midwifery practice"*
Consultative **[HPI: Sociability]**	***Wants/needs people*** • Engages in communication across different groups • Seeks to build positive relationships • Actively listens	*"You need time to yourself to think and reflect, but also time to **listen and work with others**"* *"It's **through relationships that you actually achieve**, if you focus on the outcome without building a relationship you won't go anywhere"*

*Please see Appendix C for explanation of the HPI

Potential derailers

Defining the possible derailment tendencies which are capable of impeding success for a LHD/SN DoNM

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

Attribute	Definition	Why it's a derailer?
Mischievous **[HDS: Mischievous]**	*Typically,* charming, friendly, fun-loving, others drawn to them *Under stress or pressure*, they can: • Be implosive, impatient and risk-taking • Use social skills to manipulate • Be hard to advise and neglect to fully evaluate the consequences of their decisions	*"People wouldn't trust you - you want the team to be able to **trust you**"* *"They will **not end up with the right people** following them"*
Leisurely **[HDS: Leisurely]**	*Typically,* seem obliging and pleasant, whilst remaining focused on their own goals *Under stress or pressure*, they can: • Be reluctant to be pushed or hurried • Avoid work or under-deliver if it is not aligned to their agenda • Procrastinate	*"You need **swift action planning** in this environment, if you don't deliver, this will **flow through the organisation** and can **put things at risk**"*
Cautious **[HDS: Cautious]**	*Typically,* adhere to rules, gracious and obliging *Under stress or pressure,* they can: • Be unwilling to challenge, take chances or initiative • Be indecisive and overly concerned about making mistakes • Demonstrate risk aversion	*"When you're under pressure, it's easy to stick to what you know… this can mean an **inability to progress anything**"*
Reserved **[HDS: Reserved]**	*Typically,* not easily drawn into the emotions of a situation *Under stress or pressure*, they can: • Be difficult to get close to • Appear preoccupied or self-absorbed • Appear uninterested in others' problems and unaware of how their actions affect others	*"People who don't have the **capacity to really interact with others** will fail"* *"Under pressure you need to be **calm** and **open** as **people are looking to you as their leader**"*
Dutiful **[HDS: Dutiful]**	*Typically,* will do as they are told, feels bad about letting people down *Under stress or pressure*, they can: • Be overly concerned about pleasing others • Be indecisive and need a second opinion • Find it impossible to make decisions on their own	*"This can mean **following very bad processes**"* *"It's rules for the sake of rules…it **hinders progression of workforce strategy, patient outcomes and patient flow**"*

*Please see Appendix C for explanation of the HPI

Potential motivators

Defining the core motives, values, interests and beliefs of a LHD/SN DoNM

LHD/SN DoNMs will likely possess the following **motivators** and values that drive them to be an outstanding leader.

Attribute	Definition and example behaviours	Preferred work environment	Why it's important?
Altruism **[MVPI: Altruistic]**	• Desire to help others and contribute to society and the nursing and midwifery profession • Likely to volunteer, support charities and engage in events with social purpose	• Organisations that emphasise concern for people and encourage activities that benefit society • Working with people who care about staff morale, training and development	*"We are in a position to make a difference"* *"It's also about ensuring the profession can be the best it possibly can be"*
Tradition **[MVPI: Tradition]**	• Dedication to strong personal beliefs • Values innovation and progress • Appreciates the role of tradition and history as guides to behaviour	• Organisations that emphasise respect for authority, tradition and family values • A work culture that values organisational loyalty, self-discipline and traditional work ethic	*"This resonates the most - beliefs and values as nurses and midwives is critical"* *"We need to understand tradition and where it comes from, so that it can inform the status quo"*
Affiliation **[MVPI: Affiliation]**	• Enjoys and prefers social interaction • Team worker, likes to seek out group projects and collaborative activities • Sense of belonging to a cause/team/purpose	• Organisations that emphasise teamwork, public discussion of goals, policies and procedures • A work culture that values good communication, listening and respect for differing opinions	*"Working as part of a broader health team is the way we motivate our staff to focus on outcomes and improve culture"*
Enjoyment **[MVPI: Hedonism]**	• Orientation for fun, seeks pleasure and joy in work • Self-driven, adopts a "work hard, play hard" approach • Likes entertaining	• Organisations where one can set their own priorities, a balance between work and play • Working with people who are informal, relaxed and playful	*"Enjoy your work and make it that way for others"* *"There's a direct correlation between employee satisfaction and outcomes"*

Please see Appendix C for explanation of the MVPI

Section 7:

Cognitive abilities and
emotional intelligence

NSW GOVERNMENT | Health

ROLE IN
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Cognitive abilities and emotional intelligence

Showcasing the desired proficiency levels for a LHD/SN DoNM

LHD/SN DoNMs need strong **cognitive abilities** and very strong **emotional intelligence** to successfully lead their teams.

It is important for LHD/SN DoNMs to have the following abilities:

Numeric reasoning

Ability to analyse complex numerical data and draw logical conclusions.

Very Low	Low	Average	Strong	Very Strong

Verbal reasoning

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

Very Low	Low	Average	Strong	Very Strong

Logical reasoning

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

Very Low	Low	Average	Strong	Very Strong

Emotional intelligence

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

Very Low	Low	Average	Strong	Very Strong

Appendix A

Defining the NSW Public
Sector Capability Levels

NSW Public Sector Capability Levels
Personal attributes

	Display Resilience and Courage	Act with integrity
Foundational	• Be open to new ideas and approaches • Offer own opinion, ask questions and make suggestions • Adapt well to new situations • Do not give up easily when problems arise • Remain calm in challenging situations	• Behave in an honest, ethical and professional way • Build understanding of ethical behaviour • Follow legislation, policies, guidelines and codes of conduct that apply to your role and organisation • Speak out against misconduct and illegal and inappropriate behaviour • Report apparent conflicts of interest
Intermediate	• Be flexible and adaptable and respond quickly when situations change • Offer own opinion and raise challenging issues • Listen when ideas are challenged and respond appropriately • Work through challenges • Remain calm and focused in challenging situations	• Represent the organisation in an honest, ethical and professional way • Support a culture of integrity and professionalism • Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct • Recognise and report misconduct and illegal and inappropriate behaviour • Report and manage apparent conflicts of interest and encourage others to do so
Adept	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour
Advanced	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines
Highly advanced	• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations	• Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • 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 • Act promptly and visibly to prevent and respond to unethical behaviour

Manage Self	Value Diversity and Inclusion
• Be willing to develop and apply new skills • Show commitment to completing assigned work activities • Look for opportunities to learn and develop • Reflect on feedback from colleagues and stakeholders	• Acknowledge and respect diverse cultures, backgrounds, experiences, perspectives, values and beliefs • Seek and understand the contributions and perspectives of others • Be aware of own personal values and biases that may affect others • Contribute to a supportive and safe working environment
• Adapt existing skills to new situations • Show commitment to achieving work goals • Show awareness of own strengths and areas for growth, and develop and apply new skills • Seek feedback from colleagues and stakeholders • Stay motivated when tasks become difficult	• Be responsive to diverse cultures, backgrounds, experiences, perspectives, values and beliefs • Seek participation from others who may have different backgrounds, perspectives and needs • Be open to different perspectives and experiences in generating ideas and solving problems • Adapt well in diverse environments • Respond constructively to feedback regarding observations of bias in language or behaviour
• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	• Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders • Demonstrate cultural sensitivity, and engage with and integrate the views of others • Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences • Recognise and adapt to individual abilities, differences and working styles • Support initiatives that create a safe and equitable workplace and culture in which differences are valued • Recognise and manage bias in interactions and decision making
• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	• Encourage and include diverse perspectives in the development of policies and strategies • Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes • Build and monitor a workplace culture that enables diversity and fair and inclusive practices • Implement practices and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies • Address non-inclusive behaviours, practices and attitudes within the organisation • Champion the business benefits generated by workforce diversity and inclusive practice
• Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness	• Create and drive a culture where all staff practise inclusion and value the diversity of people, experiences and backgrounds • Take advantage of a diverse and inclusive workplace to foster innovation, drive change across the organisation and deliver business outcomes • Drive the design of equitable workplace systems, policies and practices that enable individuals to contribute to their fullest ability • Inspire others to become inclusive leaders by modelling inclusive behaviours in everyday actions

Relationships

Communicate Effectively	Commit to Customer Service
Foundational • Speak at the right pace and volume for diverse audiences • Allow others time to speak • Listen and ask questions to check understanding • Explain things clearly using inclusive language • Be aware of own body language and facial expressions • Write in a way that is logical and easy to follow • Use various communication channels to obtain and share information	• Recognise the importance of customer service and understanding customer needs • Help customers understand the services that are available • Take responsibility for delivering services that meet customer requirements • Keep customers informed of progress and seek feedback to ensure their needs are met • Show respect, courtesy and fairness when interacting with customers • Recognise that customer service involves both external and internal customers
Intermediate • Focus on key points and speak in plain English • Clearly explain and present ideas and arguments • Listen to others to gain an understanding and ask appropriate, respectful questions • Promote the use of inclusive language and assist others to adjust where necessary • Monitor own and others' non-verbal cues and adapt where necessary • Write and prepare material that is well structured and easy to follow • Communicate routine technical information clearly	• Focus on providing a positive customer experience • Support a customer-focused culture in the organisation • Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers • Identify and respond quickly to customer needs • Consider customer service requirements and develop solutions to meet needs • Resolve complex customer issues and needs • Cooperate across work areas to improve outcomes for customers
Adept • Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community
Advanced • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Highly advanced • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure	• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance

Work Collaboratively	Influence and negotiate
• Work as a supportive and cooperative team member, sharing information and acknowledging others' efforts • Respond to others who need clarification or guidance on the job • Step in to help others when workloads are high • Keep the team and supervisor informed of work tasks • Use appropriate approaches, including digital technologies, to share information and collaborate with others	• Use facts to support claims • Help to find solutions that contribute to positive outcomes • Contribute to resolving differences with other staff or stakeholders • Respond to conflict without worsening the situation and refer to a supervisor where appropriate • Know when to withdraw from a conflict situation
• Build a supportive and cooperative team environment • Share information and learning across teams • Acknowledge outcomes that were achieved by effective collaboration • Engage other teams and units to share information and jointly solve issues and problems • Support others in challenging situations • Use collaboration tools, including digital technologies, to work with others	• Use facts, knowledge and experience to support recommendations • Work towards positive and mutually satisfactory outcomes • Identify and resolve issues in discussion with other staff and stakeholders • Identify others' concerns and expectations • Respond constructively to conflict and disagreements and be open to compromise • Keep discussions focused on the key issues
• Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict
• Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders
• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders	• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional • Achieve effective solutions when dealing with ambiguous or conflicting positions • Anticipate and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

Results

	Deliver Results	Plan and Prioritise
Foundational	• Seek clarification when unsure of work tasks • Complete own work tasks under guidance within set budgets, timeframes and standards • Take the initiative to progress own work • Identify resources needed to complete allocated work tasks	• Plan and coordinate allocated activities • Re-prioritise own work activities on a regular basis to achieve set goals • Contribute to the development of team work plans and goal setting • Understand team objectives and how own work relates to achieving these
Intermediate	• Seek and apply specialist advice when required • Complete work tasks within set budgets, timeframes and standards • Take the initiative to progress and deliver own work and that of the team or unit • Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals • Identify any barriers to achieving results and resolve these where possible • Proactively change or adjust plans when needed	• Understand the team and unit objectives and align operational activities accordingly • Initiate and develop team goals and plans, and use feedback to inform future planning • Respond proactively to changing circumstances and adjust plans and schedules when necessary • Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals • Accommodate and respond with initiative to changing priorities and operating environments
Adept	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust future plans accordingly
Advanced	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning
Highly advanced	• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes	• Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff • Influence the organisation's current and potential future role within government and the community, and plan appropriately • Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning • Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes • Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government

Think and Solve Problems	Demonstrate Accountability
• Ask questions to explore and understand issues and problems • Find and check information needed to complete own work tasks • Identify and inform supervisor of issues that may have an impact on completing tasks • Escalate more complex issues and problems when these are identified • Share ideas about ways to improve work tasks and solve problems • Consider user needs when contributing to solutions and improvements	• Take responsibility for own actions • Be aware of delegations and act within authority levels • Be aware of team goals and their impact on work tasks • Follow safe work practices and take reasonable care of own and others' health and safety • Escalate issues when these are identified • Follow government and organisational record-keeping requirements
• Identify the facts and type of data needed to understand a problem or explore an opportunity • Research and analyse information to make recommendations based on relevant evidence • Identify issues that may hinder the completion of tasks and find appropriate solutions • Be willing to seek input from others and share own ideas to achieve best outcomes • Generate ideas and identify ways to improve systems and processes to meet user needs	• Be proactive in taking responsibility and being accountable for own actions • Understand delegations and act within authority levels • Identify and follow safe work practices, and be vigilant about own and others' application of these practices • Be aware of risks and act on or escalate risks, as appropriate • Use financial and other resources responsibly
• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness	• Assess work outcomes and identify and share learnings to inform future actions • Ensure that own actions and those of others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety • Conduct and report on quality control audits • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks
• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved

Business enablers

	Finance	Technology
Foundational	• Understand that government services budgets are limited and must only be used for intended purposes • Appreciate the importance of accuracy and completeness in estimating costs and calculating and recording financial information • Be aware of financial delegation principles and processes • Understand basic compliance obligations related to using resources and recording financial transactions	• Display familiarity and confidence when applying technology used in role • Comply with records, communication and document control policies • Comply with policies on the acceptable use of technology, including cyber security
Intermediate	• Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending • Consider financial implications and value for money in making recommendations and decisions • Understand how financial decisions impact the overall financial position • Understand and act on financial audit, reporting and compliance obligations • Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Use available technology to improve individual performance and effectiveness • Make effective use of records, information and knowledge management functions and systems • Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies
Adept	• Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures • Understand the impacts of funding allocations on business planning and budgets • Identify discrepancies or variances in financial and budget reports, and take corrective action • Know when to seek specialist advice and support and establish the relevant relationships • Make decisions and prepare business cases, paying due regard to financial considerations	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements
Advanced	• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and po
Highly advanced	• Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions • Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them • Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals • Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation	• Support research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation • Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies • Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness • Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements

Procurement and Contract Management	Project Management
• Comply with basic ordering, receipting and payment processes • Apply basic checking and quality-control processes to activities that support procurement and contract management • Understand probity principles relating to purchasing	• Understand project goals, steps to be undertaken and expected outcomes • Plan and deliver tasks in line with agreed project milestones and timeframes • Check progress against agreed milestones and timeframes, and seek help to overcome barriers • Participate in planning and provide feedback on progress and potential improvements to project processes
• Understand and comply with legal, policy and organisational guidelines and procedures relating to purchasing • Conduct delegated purchasing activities in line with procedures • Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements	• Perform basic research and analysis to inform and support the achievement of project deliverables • Contribute to developing project documentation and resource estimates • Contribute to reviews of progress, outcomes and future improvements • Identify and escalate possible variances from project plans
• Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management • Develop well-written, well-structured procurement documentation that clearly sets out the business requirements • Monitor procurement and contract management processes to ensure they are open, transparent and competitive • Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance • Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles • Escalate procurement and contract management issues, where required	• Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects
• Ensure that employees and contractors apply government and organisational procurement and contract management policies • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Promote effective risk management in procurement • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups
• Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices • 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 • Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation	• Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects

People management

	Manage and Develop People	Inspire Direction and Purpose
Foundational	• Clarify the work required, and the expected behaviours and outputs • Clearly communicate team members' roles and responsibilities • Contribute to developing team capability and recognise potential in people • Recognise good performance, and give support and regular constructive feedback linked to development needs • Identify appropriate learning opportunities for team members • Create opportunities for all team members to contribute • Act as a role model for inclusive behaviours and practices • Recognise performance issues that need to be addressed and seek appropriate advice	• Assist team members to understand organisational directions • Ensure team members understand the organisation's policies and services • Ensure team members understand how their activities align with business objectives and the organisation's performance • Recognise and acknowledge team members' high-quality work and effort
Intermediate	• Collaborate to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely and actionable feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolving issues • Effectively support and manage team members who are working flexibly and in various locations • Create a safe environment where team members' diverse backgrounds and cultures are considered and respected • Consider feedback on own management style and reflect on potential areas to improve	• Assist the team or unit to understand organisational directions and explain the reasons behind decisions • Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies • Ensure team members understand how their activities create value for the organisation, customers and stakeholders • Encourage team members to strive for ongoing performance improvement • Recognise and acknowledge high individual and team performance
Adept	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	• Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders • Translate broad organisational strategy and goals into tangible team goals and explain the links for the team • Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders • Work to remove barriers to achieving goals
Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
Highly advanced	• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority	• Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in the future direction • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance, and engage in activities to maintain morale

Optimise Business Outcomes	Manage Reform and Change
• Keep team members informed of the reasons for decisions so that this can inform their work • Ensure that team members make effective use of resources to maximise business outcomes • Ensure that team members understand and inform customers about processes, practices and decisions • Ensure that team members understand business principles to achieve work tasks effectively • Ensure team goals and standards are met	• Support change initiatives and assist team members to understand their purpose and impact • Share information with team members to assist them to understand and manage uncertainty and change • Recognise barriers to change and support the team so they can better accept and facilitate change
• Develop team and unit plans that consider team capabilities and strengths • Plan and monitor resource allocation effectively to achieve team and unit objectives • When planning resources, consider the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members work with a good understanding of business principles as they apply to the public sector context • Participate in wider organisational workforce planning to ensure that capable resources are available	• Promote change processes and communicate change initiatives across the team or unit • Accommodate changing priorities and respond flexibly to uncertainty and ambiguity • Support others in managing uncertainty and change
• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes	• Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these
• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers
• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • 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 • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices	• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • 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 • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level

Appendix B

Mapping psychometric tools to the profile
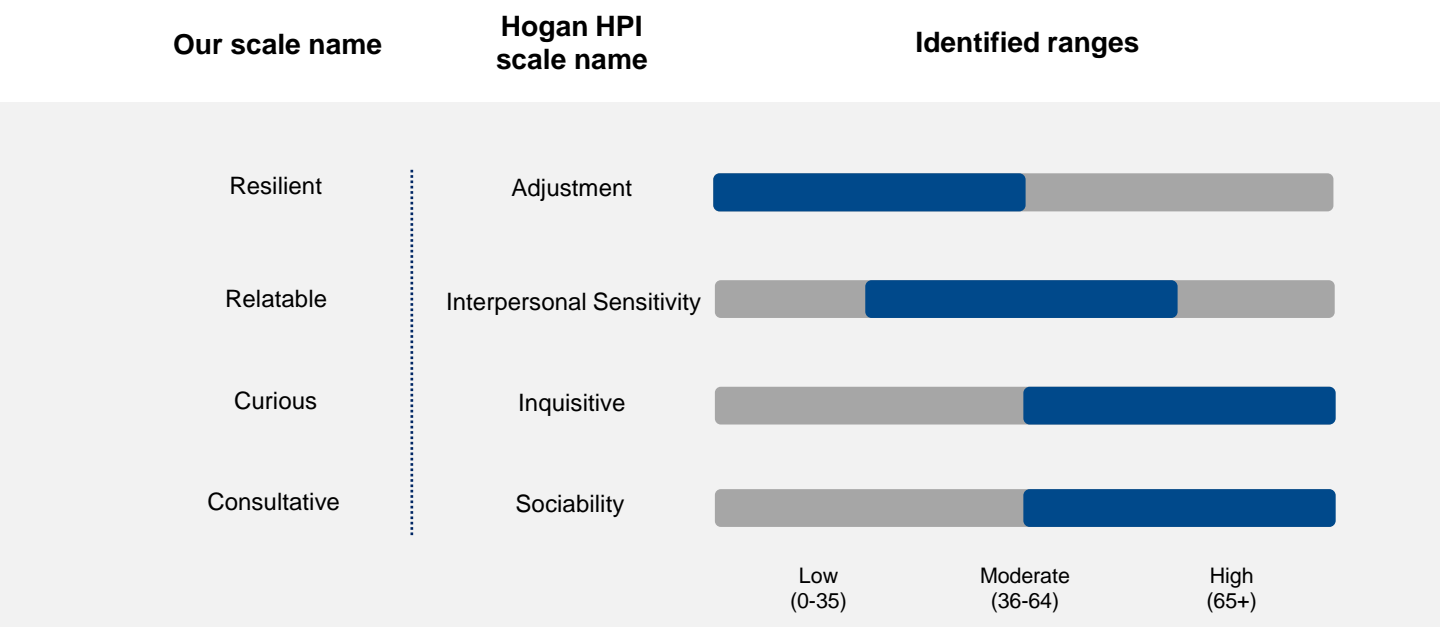
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Mapping Psychometric Tools to the Profile

Leadership Styles

The leadership styles of LHD/SN 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 identified ranges detailed below.[1]

Our scale name	Hogan HPI scale name	Identified ranges		
Resilient	Adjustment			
Relatable	Interpersonal Sensitivity			
Curious	Inquisitive			
Consultative	Sociability			
		Low (0-35)	Moderate (36-64)	High (65+)

■ = the range that a LHD/SN DoNM is expected to fall within

[1] Targeted interpretive ranges are indicative and based on the outputs of consultation in developing the Leader Success Profile. A qualified psychometric assessor should be engaged if assessing the potential leadership styles of a candidate or individual post holder in the LHD/SN DoNM role.

Potential Derailers

The potential leadership derailers of LHD/SN 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 for leaders to be cognisant of these derailers.[1]

How to interpret derailer scores:

Low to no risk (69 and under)

Are unlikely to impact the success of a leader.

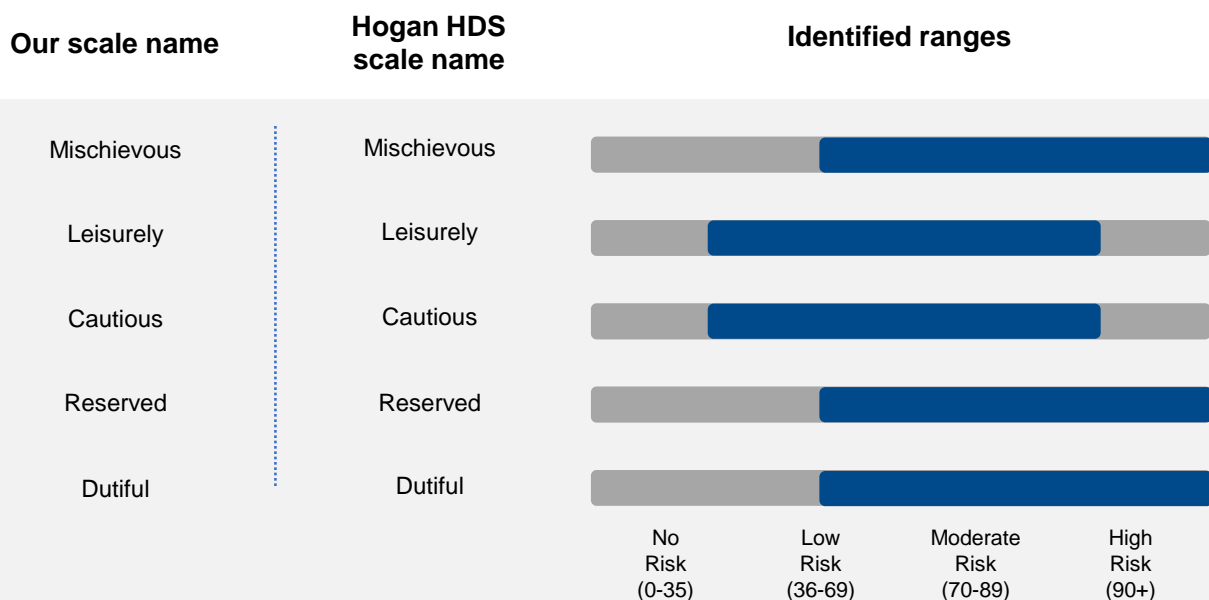**Moderate to High risk on derailers not captured below (70+)**

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.
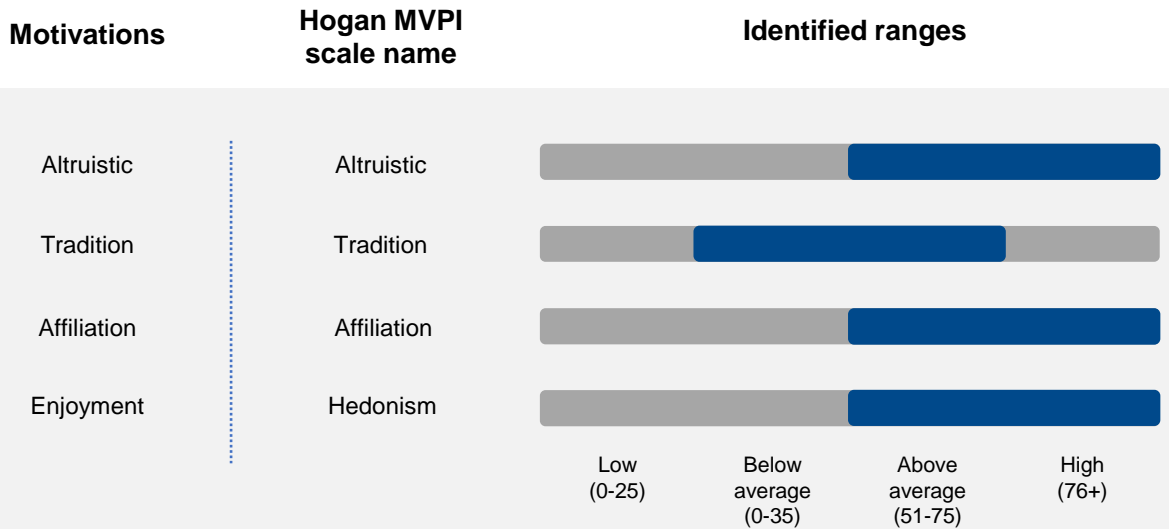
Our scale name	Hogan HDS scale name	Identified ranges			
Mischievous	Mischievous				
Leisurely	Leisurely				
Cautious	Cautious				
Reserved	Reserved				
Dutiful	Dutiful				
		No Risk (0-35)	Low Risk (36-69)	Moderate Risk (70-89)	High Risk (90+)

◼ = the range that a LHD/SN DoNM is expected to fall within

[1] Targeted interpretive ranges are indicative and based on the outputs of consultation in developing the Leader Success Profile. A qualified psychometric assessor should be engaged if assessing the potential derailers of a candidate or individual post holder in the LHD/SN DoNM role.

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 identified ranges detailed below.[1]

Motivations	Hogan MVPI scale name	Identified ranges
Altruistic	Altruistic	
Tradition	Tradition	
Affiliation	Affiliation	
Enjoyment	Hedonism	

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

■ = the range that a LHD/SN DoNM is expected to fall within

[1] Targeted interpretive ranges are indicative and based on the outputs of consultation in developing the Leader Success Profile. A qualified psychometric assessor should be engaged if assessing the potential motivators of a candidate or individual post holder in the LHD/SN DoNM role.