



NSW Health

Executive Director of
Operations (EDO) Leader
Success Profile



Health



The Executive Director of Operations (EDO) leads, directs and manages the operations of the Local Health District, including 'Clinical Operations'. The title of the role may vary between LHDs to take in to account other responsibilities that are added to the scope of the role. EDOs facilitate alignment with NSW Health strategic directions and LHD operational plans across a broad spectrum of health service delivery settings and corporate functions to ensure the delivery of high-quality and safe care for patients.

They manage the district's clinical operations, ensure a focus on clinical quality and safety in the delivery of sustainable services to the community and proactively identify and pursue approaches and opportunities to engage health service stakeholders. It is their role to resolve issues, facilitate improved service delivery outcomes and reduce and remove obstacles to service delivery at an organisational and systemic level.

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Section 1:

Understanding the Leader
Success Profile



Health





Leader Success Profile overview

The NSW Executive Director of Operations (EDO) Leader Success Profile defines the leadership elements required to be an outstanding Executive Director of Operations in the Health Service (see figure 1) and can be used to inform better decision-making across the career and talent development lifecycle.

The Leader Success Profile (LSP) defines the leadership elements required to be outstanding within a leadership role. It does not replace the position description. As the LSP outlines the ideal characteristics of the role, it should be considered aspirational. A person would be expected to meet/develop many of the characteristics identified in the LSP, but not all. For a more comprehensive outline on how to use the LSP please visit the [Leader Success Profile - User Guide](#).



Figure 1: Leader Success Profile framework

The Leader Success Profile details the following

The **role in context** and vision for NSW Health, to provide direction on what future leaders need to enable.

1

The vision for the role, to provide insight into what a future EDO need to strive for.

2

The key challenges and opportunities an EDO will face in leading health into the future.

3

The experiences leaders will need to have gained to successfully overcome leadership challenges.

4

The capabilities required to be an outstanding EDO and successfully navigate the context they are operating in.

5

The leadership styles and derailers that should be understood to best support success within the EDO role.

6

The ideal motivations of leaders aligned with the NSW Health direction and values.

7

The ideal level of cognitive abilities and emotional intelligence to effectively navigate role requirements and the environment.

8

How to use the Leader Success Profile

The NSW Health Executive Director of Operations Leader Success Profile defines the leadership elements required to be a high performing Executive Director of Operations in the Health Service. It does not replace the position description for the EDO role and will need to be considered in the particular context of the EDO's unique responsibilities and requirements within each LHD.

The Success Profile informs decision-making across the employee lifecycle and will provide:

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

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

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

Clear criteria to inform succession planning activities

Clear criteria to inform the design of any EDO leadership development programs

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

How to use the Executive Director of Operations Leader Success Profile



Recruitment, Selection and Onboarding

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



Leadership, Organisation and Development

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



Performance and Recognition

- Development plans and career conversations
- Career development review
- High potential assessment/ identification
- Recognition programs
- 360-degree feedback surveys



Career and Mobility

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

Example Applications

- Role in context/vision for NSW Health
- Vision for the role
- Challenges
- Experiences
- Capabilities
- Leadership styles
- 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

Relevant LSP components

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 Executive Director of Operations

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 managing key changes that impact healthcare and the way it is delivered, such as 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.

The Executive Director of Operations plays a fundamental role in the strategic and operational leadership within the Local Health District (LHD) and/or Specialty Network (SN), with responsibility for a number of district-wide clinical services across a broad spectrum of acute and subacute health service delivery settings and service functions.

Thinking more broadly, following several years of pressure on services, EDO will need to actively consider the future workforce trends and delivery approaches required to secure the sustainable delivery of services across their LHD.

“
We're about the patient and community, that's who we're providing the services for”

- EDO

“
A lot of what we do is... strategic clinical improvement. They're the things that contribute to managing the system sustainability”

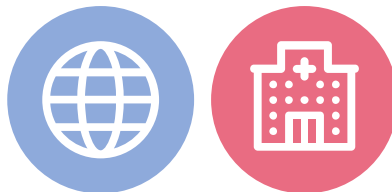
- EDO

Navigating societal and healthcare trends

To deliver a truly patient-focused healthcare service, the role requires the ability to navigate a complex environment, influenced by both general **societal trends** and the rapidly **evolving healthcare sector**.

Societal trends:

- Workforce Challenges
 - Natural disasters/ COVID-19 Pandemic
- Changing demographics



Healthcare trends

- Changing models of care
- Increased importance of staffing
- Complex stakeholder ecosystems
- Increased virtual care
- Sustainability

Figure 2: EDO evolving landscape

¹ NSW Health, 2020/21 Annual Report, Overview

Societal trends

Workforce Challenges

EDO oversee a workforce that has faced ongoing pressures and heavy workloads, resulting in staff retention and recruitment challenges. This is exacerbated by an ageing workforce nearing retirement and rising customer expectations.



EDO can respond to the challenges by driving efficiencies and improvements in patient and staff experiences as well as maintaining a greater awareness around managing staff well-being, resilience and mental health.

Natural Disasters/COVID-19 Pandemic

EDO and their teams were required to adapt their LHDs to face the Covid-19 Pandemic and the series of floods, bushfires and droughts which have impacted demand on, and ability to deliver their core health services.



There is an opportunity for EDO to capitalise on lessons learned and continue shaping a new generation of healthcare policies, strategies and services. Ensuring that the advances in new models of care introduced to deal with these challenges are not lost.

Changing Demographics

Evolving demographics, such as an ageing population, increases in consumer demand and the rise of mental health issues place varied pressures on key services, demanding changes to the models of care and the capabilities required by the LHD, as well as additional cost pressures.



EDO can be the drivers behind the adoption of innovations within the LHDs, and management of its financial position. They can also anticipate relevant patient safety and quality performance requirements to ensure effective clinical governance of services as well as introduce systems and processes to increase staff safety.

Healthcare trends

Changing models of care

The health systems' increasing costs are forcing organisations to adapt and change their care delivery models to manage demand and continue to meet quality and access targets, but achieve this from a reduced cost base.



Opportunities for EDO...

As Executive Leaders, EDO are well placed to advocate and drive enhanced consumer and staff experiences and redefine conventional care practices, demand management and patient flow beyond being solely onsite.

Increased importance of staffing

The increased pressures on the system require an effective utilisation of human resources to maintain the high-quality of operational services, as well as an adaptable workforce that can actively respond to unexpected challenges.



EDO have a key role in continuing to provide leadership and encourage a culture of performance excellence while focusing on staff and patient satisfaction and fostering a culture of cooperation and respect.

Collaboration across complex ecosystems

EDO are increasingly required to work with and juggle the interests of a large number of internal and external stakeholders and balancing these stakeholder requirements whilst placing the patient at the core of decision-making.



EDO play an important coordination role — they identify opportunities for integration across a diverse pool of stakeholders and reconcile differences to progress towards mutually beneficial outcomes in their LHD.

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 the workforce.



EDO key role in workforce planning and leading changes to the organisation structures allow them to introduce greater technological literacy and make greater use of technology for targeted intervention, and personalised medicine.

Sustainability in Healthcare

NSW Health is one of the largest energy consumers compared to other NSW Government agencies. A renewed focus on sustainability will both reduce the high energy costs as well as lower carbon emissions.



EDO can be champions of sustainability at the Executive pushing for the move to zero carbon and adopting sustainable approaches to clinical care including through supply chains, pharmaceuticals and medical devices.

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

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

NSW Health vision	NSW Health strategic outcomes	NSW Health values
<p>A sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled.</p>	<ol style="list-style-type: none">1. Patients and carers have positive experiences and outcomes that matter2. Safe care is delivered across all settings3. People are healthy and well4. Our staff are engaged and well supported5. Research and innovation, and digital advances inform service delivery6. The health system is managed sustainably	<p>Collaboration</p> <p>Openness</p> <p>Respect</p> <p>Empowerment</p>

“Good, clinically educated, happy staff will contribute to the patient’s experience and having outcomes that matter.”

“For me personally, it’s about bringing it back to the patient, the community and also ensuring our staff have the skills and attributes.”

“One of the key aims [and] purpose of the role is to make sure patients are managed in a manner that is not only safe and effective but also one of which they are respected and receive excellent care.”

“We establish clear and open adoption of the values...empower patients and their carers to be partners in care [so that] everyone is treating people with respect.”

“If you’re not empowering the levels that are reporting to you, they can’t empower the people that report to them.”

“In being collaborative, you’re listening to the GMs that report to you in the EDO’s role... then being able to steer their understanding.”

Vision for the role

Defining the future purpose and direction for EDO

The below vision statement has been crafted through extensive consultation and reiteration with current Executive Directors of Operations and General Managers.

“Executive Directors of Operations lead large numbers of staff members in delivering operational outcomes and pursuing operational excellence across the LHD.

EDO are future-orientated, influence and drive alignment with the vision and collaborate across the district to enable high-quality patient care and workforce experience. They also anticipate and overcome issues and risks, leading their teams to drive change and build a resilient, robust and adaptable organisation.”

Note: The remit of the Executive Director of Operations may vary substantially between Local Health Districts. This vision statement provides a high-level understanding of the commonalities of the core aspects of the role across LHDs.

The vision statement for the EDO role is underpinned by three key concepts: **Strategise and Align** to set the strategic direction for the district and align services to the overall vision; **Resolve and Anticipate**, to solve problems, address organisational issues and build system resilience; and **Lead and Drive Outcomes** by driving the implementation of key reforms needed to support the district deliver high-quality patient care.

Strategise and Align

The EDO provides input directly into the creation of the LHD's strategy, drawing on their knowledge of the district and its needs, and focusing on what is required to provide high-quality patient care to the patient and managing the system sustainably. For example, how to transition more work into the community setting and how to empower the community to be more agile. The EDO can also engage across districts and with the Ministry to provide input into state-wide strategies.

As the operational head of the district, they also hold a key role in interpreting and implementing the vision, collaborating with the facilities, and building trusted relationships with healthcare partners to ensure consistency across services and ensuring that all facility initiatives are also directed towards achieving the LHD's shared vision.

"You have an incredible opportunity in these roles to influence people at high-level(s)... with that cross-pollination across LHDs, [and] often talking to high profile members of the community."

"From my perspective, the role is looking at strategy and trying to align with the business."

Resolve and Anticipate

The EDO, as the individual who leads and manages the day-to-day operations of the district, works directly to address and resolve issues that emerge across facilities. For example, EDO address staffing challenges, reviewing available metrics and data to coordinate across the district to provide sufficient resource to match demand and to deliver high-quality patient care.

Likewise, they hold a key role in anticipating potential problems that could arise and taking action both to minimise risk and to make the organisation more resilient such as driving new models of care that allows the district to make the best use of resources.

"The role focuses on ensuring we have the workforce to do the job and services are situated where the demand is, and that we adapt[ing] to the challenges we are facing."

"Resilience is a big piece. The next bush fire [may be] the next 18 months [and we] need to plan for that."

"What are the contingencies we can put in place to make sure people have got the best care?"

Lead and Drive Outcomes

The EDO, as the operational lead for the district, is responsible for managing the day-to-day district activities and outcomes (such as ensuring facilities achieve KPIs, clinical safety, and implementing change) that are required to provide high-quality patient care. This involves acting as the link between the delivery and strategic arms of the business and collaborating closely and building trusted relationships with GMs and other healthcare delivery partners across the sector to drive the changes that are required taking into account the unique needs of each facility / organisation. This includes providing advice, direction and coordination between facilities and direct support to GMs. An example is working with facilities to change the way the district delivers care in a consistent manner.

"[A key role] is to [provide] support to the GMs as we change our models of care and resolve structural problems and do clinical improvements."

"I see the roles as being pivotal in the actual implementation and ensuring that it can be broken down and delivered in the different settings we operate in."



Section 3:

Challenges and
opportunities



Health





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Challenges and opportunities

Outlining the key challenges and opportunities for Executive Directors of Operations

Executive Directors of Operations may face the following **challenges** and **opportunities** that have been identified to mitigate these challenges:

Addressing Staffing Challenges

Challenge

One of the most significant challenges that the district faces involves retention and recruitment to ensure the right people with the right skills are available to fill the positions required to deliver high-quality patient care across the district, especially when it comes to delivering specialised services. This is particularly true in rural districts where attracting candidates is a constant challenge.

The existing workforce has experienced a demanding period confronting increased demand, growing community expectations as well as the global pandemic and natural disasters. This impact on wellbeing has caused additional retention challenges that will need to be addressed. Additionally, workers have increasing expectations of their employers to support their purpose and values which will need to be met in order to retain staff effectively.¹

“Workforce is the number one [challenge], keeping the doors open.”

- Executive Director of Operations

“Workforce is a challenge for us and everywhere. The EDO has a role in forward strategic planning for workforce and [providing] understanding [of their facilities].”

- Executive Director of Operations

How can EDO attract and retain the right individuals for the right roles?

Opportunities

The workforce challenge provides the impetus to rethink the way work is structured, focusing on the strength of the workforce and looking to non-financial incentives such as rescope roles, increasing training and internal mobility. The EDO is able to use their oversight of the district to see what skills are needed, how the workforce, and the way work is delivered can be transformed to meet demand. This includes working to enhance succession planning, by ensuring that more junior staff are prepared to step up when vacancies become available. The district can also widen its pool of available resources over the long term such as partnering with educational institutions to facilitate placements and attract the right workforce.

The EDO can also enhance the district's focus on wellbeing, improve morale and promote a culture of wellbeing and respect. For example, EDO can engage with staff on the frontline about the challenges they are experiencing, bringing that to the attention of the Executive and advocating for change.

“We have a small pool of workforce collectively and we have to compete to keep that workforce.”

- Executive Director of Operations

“It's listening and then the next step is giving some sense of hope. There are things that are being done and can be done. [Then you need to be] going back and asking have you noticed a difference?”

- Executive Director of Operations

¹2021 Deloitte Global Human Capital Trends Special Report

Managing Complexity

Challenge

EDO are responsible for maintaining high-quality healthcare across a complex operational and strategic environment with a finite set of resources in the face of increasing disruption, uncertainty and natural disasters.

EDO are time-poor individuals who often need to divide their attention between a large number of priorities when managing the complex operational landscape of their LHD. Along with this time constraint comes the presence of financial and staffing pressures, which requires EDO to pursue increasing efficiencies such as driving new models of care to maximise the effective utilisation of staff time. These constraints are exacerbated by increasing pressures, uncertainty, disruption and demands (e.g. an ageing population) alongside more savvy consumers who have growing expectations.

“Sometimes [it’s] as simple as time, there’s not enough time to do things, sometimes you get distracted by things that take up your time.”

- Executive Director of Operations

“There is a complete fiscal challenge that is high up there – the continued need to do more with less.”

- Executive Director of Operations

How do we enable EDO to manage a complex and disruptive landscape with increasingly limited resources?

Opportunities

In order to overcome potential disruption, EDO can leverage insights from across NSW and think critically to drive efficiency and make the system more resilient.

The momentum that has come about due to the pandemic also provides opportunities to embark on large scale change. For example, there is an increased willingness amongst staff to embrace changes that enables greater productivity such as virtual health and technologically enabled change, which can substantially improve efficiency and patient outcomes¹.

The EDO’s role is also a platform that provides significant opportunities to influence overall strategy and the way resources are targeted. For example, they can attend meetings with other executive leaders and the Ministry and come to an agreed understanding of what the district needs and how objectives can be met, in a sustainable way.

“There is a genuine willingness across districts for change...that’s one of the opportunities that’s coming out of COVID[19].”

- Executive Director of Operations

“We shouldn’t lose those [new models of care and virtual technology]... that have come along opportunistically because of the pandemic.”

- Executive Director of Operations

¹ J. Mofatt & D. Eley, *The reported benefits of telehealth for rural Australians*. 2010.

Managing Stakeholder Relationships

Challenge

EDO operate in a complex stakeholder environment and need to balance the interests of diverse groups, within the district, across districts and with the Ministry of Health in order to deliver safe, effective care for patients. This requires creating partnerships and working to create a shared vision that can gain buy-in from all stakeholders, including other members of the executive, in order to successfully drive change. This requirement can also be exacerbated due to external factors such as new policy initiatives which impact a wide range of stakeholders, requiring EDO to rapidly align diverse teams to deliver in short timeframes.

Given the shift to hybrid working, this is particularly important as there are fewer opportunities for direct interaction, and additional work will be required to maintain networks.

“It is about the critical element of relationships. Deep relationships enable you to be influencers and drivers.”

- Chief Executive

“The politics of health is one of the biggest challenges.”

- Executive Director of Operations

How can EDO continue to build long-term, trusting networks within and around the LHD?

Opportunities

The EDO can use regular ongoing meetings with stakeholders, including the Executive Leadership Team, to strengthen networks and relationships which they can draw upon to solve future problems. Additionally, by playing a key intermediary role between stakeholders, EDO are in a position to ensure the patient is placed at the centre of all policy and strategy discussions.

The diverse stakeholder landscape also enables an EDO to gather a range of views and listen to others' inputs in order to explore alternate ways to approach a problem, by listening to insights other members of the Executive may not have access to.

The EDO is able to utilise their position to influence policy and strategy for their district and ensure that stakeholders' needs and requirements are taken into account when policy is being developed. For example, they are able to bring suggestions and proposals from the facilities across their district to address structural issues, generating change from the bottom up.

“You have an incredible opportunity in these roles to influence people at high level.”

- Executive Director of Operations

“You cannot do it alone. These roles are critical in getting out of [siloes thinking] - partnerships are critical.”

- Chief Executive

Delivering Large-scale Change

Challenge

EDO need to deliver large-scale change to build a more resilient and sustainable healthcare system and meet their KPIs. This faces the need to adapt a complex system that is still recovering from a major pandemic, whilst maintaining high-quality clinical care and putting contingencies in place to mitigate any risks during change programs.

This has seen a stronger focus on alternative models of care delivery due to the need to maintain services against increasing demand.

Whilst making large changes there is also a need to be cognisant of the rich and diverse cultural communities to tailor change to specific community needs so they are aware of how new services are delivered.

“The big push for us is to change where we deliver care. We can keep delivering in big hospitals but it’s still not going to sustain the healthcare needs of our population.”

- Executive Director of Operations

“Challenge is the rate of change, the volume of change ... [and] being really clear and strategic about where we are going to put our energy.”

- General Manager

How do EDO maintain a sustainable level of safe and effective care in the community they serve?

Opportunities

The EDO can support changes to equip the workforce with the right skills so they can adapt in an agile manner to service demands. They can also coordinate across facilities, enabling them to support each other effectively throughout a change to ensure there is no disruption of services. The EDO can also promote a culture of continuous improvement, utilising into the momentum that has occurred as a result of the pandemic to drive further innovation. Likewise, they can have a significant cultural impact by leading educational programs for staff and the communities they serve on alternate pathways, including virtual care. This can promote the value and use of the different ways that care can be delivered to align expectations and resources.

Particular emphasis should be placed on working with the diverse communities NSW health serves in order to bring them along on the change journey. An example is tailoring the messaging and co-creating the right models of care for diverse communities with leaders within the community and cultural consultants.

“Care in the community and different models of care; that is for us going to be the biggest thing that we achieve in the next 5 years.”

- Executive Director of Operations

“When you’ve got such a large district... keeping everyone...moving in the same direction can be hard...because everyone has priorities, different concerns and risks.”

- General Manager

Section 4:

Experiences



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Experiences

Indicating the key behaviours and experiences for the EDO role

The following **experiences** have been identified as critical by EDO and are supported by example experience indicators, which are provided for reference. These experiences can be applied regardless of location and setting, and may be gained in the EDO role or prior to entering the role.

EXPERIENCE 1

Alignment to strategy

Establishing cohesive efforts across the district in alignment to the LHD strategy, policy and procedures.

Experience indicators:

- Directing the overall operational strategy and working with the business and services to achieve consistency.
- Coordinating efforts and ensuring key stakeholders and teams understand how their work contributes to delivering the strategy for the LHD.
- Communicating the link between strategy and operations effectively.
- Understanding how the strategic framework for the LHD applies to operational activities.

“From my perspective, the role is looking at strategy and trying to align with the business [and thinking about] what direction we can take in certain areas.”

“You [should] clearly articulate the link between strategy and the operational side.”

EXPERIENCE 2

People leadership and developing others

Engaging and empowering others to build passion and commitment toward the health service.

Experience indicators:

- Exuding passion for the vision of the district to teams and championing the vision to key stakeholders across the LHD.
- Developing and coaching others around you to feel empowered in their roles to achieve successful outcomes.
- Supporting disruptive ideas (e.g. technology, integrated care) to enable change and to create resilient teams.

“If you don’t have the passion and commitment...you won’t be successful.”

“Ensuring our staff have the skills and attributes to be able to perform their role in a safe manner.”

“It’s about guiding, mentoring and giving a different perspective.”

“Taking people on the journey – how you’re empowering your own team, your own people so that you’re not trying to do everything all on your own.”

EXPERIENCE 3

Leading patient-centric initiatives

Being the voice of the patient at the Executive table and creating optimum patient experiences.

Experience indicators:

- Placing safe and effective patient care first in all strategic and operational activities and advocating for the voice of the patient in critical decision-making.
- Advising other members of the Executive Team on the health context and why the patient and community should be at the centre.
- Empowering patients and their carers to be partners in the model of care.

“We should be [leading patient-centric initiatives] all the time, that should just be engrained in how we operate.”

“Safe care is number one priority in what we do.”

“As long as you put the patient as the centre of it...there’s no argument.”

EXPERIENCE 4

Collaborating across the facility/district and managing across boundaries and competencies

Establishing trusting relationships and facilitating value-adding collaboration between dispersed pockets of activity.

Experience indicators:

- Working with other districts to understand lessons learned and facilitate the delivery of new models of care.
- Leading overarching links between sites, developing relationships and sharing that network with others in the Executive Team to improve the outcome of operational and strategic efforts across the LHD.
- Encouraging people to offer varied opinions on problems to gain a comprehensive perspective before driving the solution.
- Bringing together the knowledge of experts and balancing various interests to manage the sustainability of the system.

“Building a relationship and understanding others around you [to support] the Executive Team who may not have that relationship with certain people.”

“We couldn’t function without the collaboration of our facilities as they all have a different role to play across our network of services...they need to work together and collaborate to provide care to our hospitals.”

EXPERIENCE 5

Crisis management/high risk situations

Remaining agile and composed in high-pressure environments and resolving crises in an informed and effective manner.

Experience indicators:

- Demonstrating ability to be resourceful and agile when managing risks and de-escalating crises.
- Clearly communicating concerns in a calm and effective manner to resolve problems in a compassionate, but effective way with others.
- Forward planning, preparing the system for possible crises and being informed enough to take calculated risks for the benefit of the district.

“The reality [is] you’re on your own and you have to be really careful [in] these small communities [as crises] can escalate really quickly.”

“The role is juggling many things at one time... many people [and] many pressures. They need to be able to remain composed and looking forward.”

EXPERIENCE 6

Leading change and transformation

Leading notable change within the district with clear goals and measures and taking into account the input of key impacted stakeholders.

Experience indicators:

- Setting clear goals and measures for the district and negotiating effectively to achieve change and transformation.
- Being open to disruption (structural, strategic or otherwise) and learning from others to obtain the right inputs to enact change pragmatically.
- Supporting General Managers through changes in the system and models of care.
- Being bold and speaking up about the changes that are required to the right parties to advocate for and highlight the imminent changes that are needed.

“You may take on an inherited challenge but you will lead to change and transformation to resolve the inherited problems that you’ve got.”

“The business of healthcare is minute by minute second by second...you can be happily working along your strategic vision but you need to also be adaptable and flexible in the context of emerging risk and themes.”

“We can’t continue to do things as have always been done with constant growth, we need to change the mindsets of people to look for opportunities for areas to deliver care.”

EXPERIENCE 7

Leading service development

Identifying service performance shortfalls and instilling improvements through innovation and alignment with broad trends.

Experience indicators:

- Ensuring consistency of services across the district.
- Providing oversight on the models of care and identifying when innovation is required so service development goals can be achieved in the short and long term.
- Establishing a forward-looking vision on how operations should be updated in alignment with industry trends and political factors.

“[Many] hospitals that report to this role are trying to align with the services and consistency.”

“[It is about having] the ability to see which models of care there are, and if we are innovating our models of care.”

“It’s about looking at models of care, but also supporting people to [implement it], because it’s the only way we can progress.”

EXPERIENCE 8

Building networks, managing stakeholders and influencing others

Facilitating relationships of collaboration to optimise patient outcomes.

Experience indicators:

- Building networks and relationships across the district allowing the EDO to draw on and provide insights other members of the Executive Team may not have access to.
- Motivating and coaching others around you to develop them to their full potential.
- Identifying and actively utilising the wider networks to gather lessons learned and share strategies that will support the healthcare system more broadly.
- Managing upwards to gain senior stakeholder support and buy-in.
- Engaging credibly with staff, and particularly clinicians, and involving them in decision making.

“Because you can’t do anything by yourself, it’s all about the partnerships and your ability to influence others.”

“State, national... academic institutes... we’ve got so many competing interests and priorities... how do we balance that to get what you need?”

“We expect our surgeons to be at top of their game, likewise they expect their managers and executive to be top of their game.”

Section 5:

NSW Public Sector
Capability Levels



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MOTIVATIONS

COGNITIVE
ABILITIES AND
EMOTIONAL
INTELLIGENCE

NSW Public Sector Capability Levels

The identified capabilities for a high performing Executive Director of Operations (EDO)

To enable the greatest success for EDO in NSW Health, the following capability proficiency levels outline what an individual can aspire to. The capability levels list the ideal characteristics and experiences of an outstanding leader in the role. Because these roles can vary considerably in remit and responsibility between LHDs, there may be variation required in the levels of proficiency across the particular roles.

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

Capability	Definition	Level	
		Foundational Intermediate Adept Advanced Highly Advanced	
Personal Attributes	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	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	

“We set the term for the organisation, there should be no question around integrity.”

- Executive Director of Operations

“The [EDO] role is highly influential, and the stakeholders are extremely diverse.”

- Executive Director of Operations

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

“Our ability to deliver services in a financial, sustainable way should be part of any of our strategies, and in this day and age external engagement because we need to seek our partnership opportunities.” - EDO

“We couldn’t function without the collaboration of our facilities as they all have a different role to play across our network of services.” - EDO

	Capability	Definition	Level
			Foundational Intermediate Adept Advanced Highly Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Foundational, Intermediate, Adept, Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Foundational, Intermediate, Adept, Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Foundational, Intermediate, Adept, Advanced, Highly Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Foundational, Intermediate, Adept, Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational, Intermediate, Adept, Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Foundational, Intermediate, Adept, Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Foundational, Intermediate, Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Foundational, Intermediate, Adept
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Foundational, Intermediate, Adept, Advanced, Highly Advanced
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Foundational, Intermediate, Adept, Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Foundational, Intermediate, Adept, Advanced, Highly Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Foundational, Intermediate, Adept, Advanced

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

Section 6:

Leadership style

Derailers

Motivators



ROLE IN
CONTEXT/
VISION FOR
NSW
HEALTH

VISION FOR
THE ROLE

CHALLENGES
AND
OPPORTUNITIES

EXPERIENCES

CAPABILITIES

LEADERSHIP
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Leadership styles

Defining the personality traits that influence how an EDO works, leads and is successful

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

Attribute	Definition	Why it's important
Resilience under pressure [HPI: Adjustment*]	<ul style="list-style-type: none"> • Remains calm and confident under pressure, but is still able to make decisions and actively engage with problems and seek solutions • Provide confidence to their team • Maintains control during crises • Expresses optimism of outcomes 	<p><i>“They have to be able to not only remain calm and confident, but also give confidence to the people they are leading.” - CE</i></p> <p><i>“You are the person who is able to influence...you have to be able to communicate well... [and have the] ability to remain composed and calm.” - EDO</i></p>
Sociability	<ul style="list-style-type: none"> • Engages in communication across different groups • Treats people across the organisation equally, with value and respect • Understands the difference between codesign and providing information • Seeks to build positive relationships • Actively listens and asks questions in order to learn from others 	<p><i>“In any Executive role you have to be open to feedback, but... you can't have all of the information [alone] you need other experts to be able to provide input.” - EDO</i></p> <p><i>“It is about getting the best out of people and helping teams to get the best out of them.” - CE</i></p>
Prudence	<ul style="list-style-type: none"> • Balances being organised with ability to be flexible • Highly dependable to follow through with what they say they will do • Detail-oriented and organised • Conscientious, responsible and dependable 	<p><i>“Having that detail orientation is extremely important.” - EDO</i></p> <p><i>“It's important being really clear about the principles you make decisions on... [you need to] build consistency and trust with your Managers, they ask for your advice and build on it.” - EDO</i></p>

Potential derailers

Defining the possible derailment tendencies which are capable of impeding success for a EDO

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

Attribute	Definition	Why it's a derailer
Excitable	<ul style="list-style-type: none">• <i>Typically</i> tend to show great enthusiasm for new projects, and are capable of generating energy and enthusiasm• <i>Under pressure</i>, they can easily become disappointed and demonstrate dramatic emotional peaks, which can significantly impact their ability to communicate and work with others• <i>Hard to work with</i> as they can be moody, irritable, inconsistent, bad tempered and hard to please.	<p><i>"People have to be calm. If that leadership group look stressed, it has a huge ripple effect."</i> - CE</p> <p><i>"They need to be able to remain composed and looking forward."</i> - GM</p> <p><i>"When they're out in front and leading you don't want someone who is excitable. You cant have negativity."</i> - GM</p>
Leisurely	<ul style="list-style-type: none">• <i>Typically</i> seem obliging and pleasant, whilst remaining focused on their own goals• <i>Under pressure</i>, may avoid work or do the bare minimum if it is not aligned to their agenda; reluctant to be pushed or hurried• <i>Hard to work with</i> as they procrastinate, are stubborn and may under-deliver	<p><i>"[You cannot succeed if] you are unorganised, you can't line up your work, if you can't meet deadlines...[or if] you don't understand governance."</i> - EDO</p> <p><i>"When under pressure you don't want them to focus on business as usual, you want them to focus on the hard strategic things."</i> - CE</p>
Cautious	<ul style="list-style-type: none">• <i>Typically</i> gracious, obliging and adhering to rules• <i>Under pressure</i>, reluctant to take risks regardless of risk assessment, do not challenge and may be indecisive and slow to act• <i>Hard to work with</i> as reluctant to try new solutions, change-averse and avoid taking controversial positions	<p><i>"[Being overly cautious] will derail everything and everyone around you. Clinicians at large are dealing with risk every day. If you wont take a risk even without assessing that risk then you have the ability to derail the district."</i> - EDO</p>
Mischievous	<ul style="list-style-type: none">• <i>Typically</i> charming, friendly, and fun-loving, others are drawn to them• <i>Under pressure</i> they are impulsive, impatient and risk-taking and can use social skills to manipulate situations. This can include generating unhealthy competition hindering their ability to deliver• <i>Hard to work with</i> as they can be hard to advise and neglect to fully evaluate the consequences of their decisions	<p><i>"You absolutely cannot be mischievous in these roles."</i> - EDO</p> <p><i>"If you're not trusted as a leader, people aren't going to work for you."</i> - EDO</p>

Potential motivators

Defining the core motives, values, interests and beliefs of a Executive Director of Operations

Executive Directors of Operations will likely possess the following **motivators** and values that drive them to be an outstanding leader.

Motivator

Definition

Why it's important

Altruistic

- Motivated to help the less fortunate
- Want to make people's lives better
- Desires to work in an environment which emphasises concern for people and encourages activities that benefit society

"You've got to have a real desire to make a difference... to get things done." - EDO

"You genuinely need to be altruistic.... to [want] make a positive contribution to the health system... and trying to support [your teams to be] the best they can be." – EDO

Affiliation

- Team worker, seeks out group projects and collaborative activities to achieve better outcomes
- Builds strong internal and external relationships
- Wants to belong to a cause/ team/ purpose
- Desires to work in an environment which emphasises effective teamwork/collaboration

"Trying to look at any issue through both positive and innovative lenses to try and find opportunities that might come out of an issue." - EDO

"Not so much a need for social interaction, but having an affiliation to a team, and to the health system." - EDO



Section 7:

Cognitive abilities and
emotional intelligence



ROLE IN
CONTEXT/
VISION FOR
NSW
HEALTH

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Cognitive abilities and emotional intelligence

Showcasing the desired proficiency levels for an EDO

The cognitive abilities of the EDO can be measured through the administration of numerical, verbal and logical reasoning tests e.g. SHL Verify. The emotional intelligence of the EDO can be assessed using the Hogan Emotional Intelligence (EQ) as the framework. Executive Directors of Operations need strong **cognitive abilities** and very strong **emotional intelligence** to successfully lead their teams.

It is important for EDO to have the following abilities:

Numeric reasoning

Ability to analyse complex numerical data and draw logical conclusions.



Verbal reasoning

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



Logical reasoning

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



Emotional intelligence

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





Appendix A

How to use the Leader
Success Profile



Health





How to use the Leader Success Profile

Aligning the EDO Success Profile with the employee Lifecycle

The sections of the EDO Success Profile will inform NSW Health's **employee lifecycle** in the following ways.



RECRUITMENT

- To provide potential applicants, existing employees and the EDO with a sound understanding of the challenges and capabilities required for the role; allowing them to 'opt-in'.
- To ensure that potential applicants have the appropriate prior experiences, capabilities, leadership styles and motivations to successfully meet the responsibilities and challenges of the EDO role.

Example Applications

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

Relevant LSP Elements

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



LEADERSHIP

- To support sustainable leadership through the design of a tailored, fit for purpose development program that prepares the EDO for the key challenges and uplifts critical capabilities for success.
- To support succession planning through identifying future EDO leaders with the right experiences and capabilities to succeed in the role.

Example Applications

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

Relevant LSP Elements

- Challenges
- Experiences
- Capabilities
- Leadership styles and derailers



PERFORMANCE

- To shape career planning, feedback and development conversations for individuals through discussion of strengths and gaps.
- To recognise leaders who have been successful in overcoming the challenges, and sharing this success to motivate others to do the same.

Example Applications

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

Relevant LSP Elements

- Challenges
- Experiences
- Capabilities
- Leadership styles and derailers



CAREER

- To design and identify pathways for career progression that are tailored to the capability of the EDO and which help a future EDO gain the experience they need for success in the role.
- To design and identify career pathways that will contain elements that motivate leaders to continually deliver high performance.

Example Applications

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

Relevant LSP Elements

- Challenges
- Experiences
- Capabilities
- Motivations

Appendix B

Defining the NSW Public
Sector Capability Levels








Health










NSW Public Sector Capability Levels

Personal attributes

	Display Resilience and Courage	Act with integrity
Foundational 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<p>Foundational</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>Intermediate</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>Adept</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>Advanced</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>Highly advanced</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

Optimise Business Outcomes	Manage Reform and Change
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Safety and Quality

	Contribute to High Reliability	Manage Clinical Incidents and Risk
Foundational 	<ul style="list-style-type: none"> Use the 'Safety Fundamentals for Teams', or local equivalent Employ techniques to communicate safety concerns assertively, e.g. PACE or CUSS in clinical settings Employ techniques to share information and transfer knowledge that ensures the communicator knows they have been heard and understood, e.g. ISBAR in clinical settings Be aware of safety and quality data sources and where to access them Read and interpret charts used to display safety and quality data 	<ul style="list-style-type: none"> Follow NSW Health patient safety policies and practices Take responsibility for error and harm and communicate where appropriate Identify and notify incidents, near- misses and environmental hazards Participate in team learning activities about incidents, near-misses and environmental hazards Escalate incidents, near-misses and environmental hazards to the appropriate manager
Intermediate 	<ul style="list-style-type: none"> Understand the characteristics of high-reliability organisations and how they apply in healthcare organisations Lead the use of 'Safety Fundamentals for Teams', or local equivalent Lead the use of communication tools and techniques to acknowledge others' safety concerns and to share information and transfer knowledge Use safety and quality data to inform decision-making to deliver reliable care 	<ul style="list-style-type: none"> Support your unit or service to monitor requirements regarding the organisation's safety and quality accreditation process and other safety assurance activities Participate in unit or service-level incident reviews Complete clinical risk and environmental hazard analyses requested of work environment in a professional manner
Adept 	<ul style="list-style-type: none"> Understand the concepts: <ul style="list-style-type: none"> The elements of a safety culture Safety I and Safety II Work-as-imagined verses work-as-done Efficiency-thoroughness trade-off Hierarchy of Intervention Effectiveness Build teams with effective communication, psychological safety to raise concerns and ask questions, and demonstration of respectful behaviour Discuss the interaction of safety and efficiency with team members to identify risk and ensure reliability of service delivery Embed the use of 'Safety Fundamentals for Teams' or local equivalent in your unit or service Monitor and use safety and quality data over time to ensure reliable service delivery in your unit or service 	<ul style="list-style-type: none"> Explain the legislation and regulatory processes and policies relevant to incident reviews and clinical risk management to the team Lead unit or service-level incident reviews Monitor and meet requirements regarding the organisation's safety and quality accreditation process and other safety assurance activities Track unit or service-level clinical risk and environmental hazard analyses and recommendations
Advanced 	<ul style="list-style-type: none"> Apply Human Factors' principles, tools and methodologies in the design and evaluation of interventions, technologies or processes in the organisation Provide expert guidance on how to build effective teams that understand the influence of human factors at work Use simulation resources for improvement work and education Lead organisation-wide discussions about the interaction between safety and efficiency to educate leaders about risk to reliability of service delivery Implement safety and quality data systems to support the organisation to reliably deliver care 	<ul style="list-style-type: none"> Understand patient safety concepts and incident review and clinical risk methodologies Monitor and disseminate information on legislation and regulatory processes and policies relevant to patient safety Establish appropriate teams to lead incident reviews Generate and monitor recommendations for clinical risk and environmental hazard management strategies Understand clinical risk management and its relationship to enterprise-wide risk management, and apply this to operational planning
Highly advanced 	<ul style="list-style-type: none"> Collaborate with the Senior Executive to invest in expertise and staff capability in Human Factors' principles, tools and methodologies, and their unitality in healthcare design and service delivery Promote the use of simulation resources for improvement work and education to clinical leaders Provide expert guidance on the tension that efficiency and service delivery pressures have on safety and quality outcomes for staff and consumers Provide expert guidance on how to use data systems to support the organisation to safely and reliably deliver care 	<ul style="list-style-type: none"> Act as primary source of expertise in patient safety concepts and incident review methodologies Ensure the organisation upholds all legislation and regulatory processes and policies relevant to incident reviews and clinical risk management Lead the organisation's compliance with its relevant safety and quality accreditation process and other safety assurance activities Provide expert guidance to teams completing incident reviews and clinical risk and environmental hazard analyses Incorporate clinical risk management into strategic and operational planning

Manage Individual Factors the Influence Performance at work	Uphold a Safety Culture
<ul style="list-style-type: none"> • Be able to recognise and name own emotions and physical feelings • Be able to recognise and name emotions and physical feelings displayed by others • Understand that emotions can have a positive and negative impact on work performance and relationships • Self-assess if you are fit for work and communicate this to your direct supervisor 	<ul style="list-style-type: none"> • Contribute to a safety culture by asking questions, sharing ideas and concerns, and reporting incidents • Actively learn from mistakes, rather than assign blame • Provide authentic support to patients, families, careers, or other staff after an incident • Seek to understand what matters most to patients, families, careers, and customers and what drives complaints • Acknowledge the physical and psychological needs of staff involved in incidents • Undertake clinician disclosure or relevant disclosure process in collaboration with the health entity partner, including an apology, within 24 hours of an incident
<ul style="list-style-type: none"> • Monitor own emotions and physical feelings, and adapt to ensure they do not negatively impact on work performance and relationships • Identify other people's emotions and physical feelings to understand their perspectives • Understand what a cognitive bias is and how it influences decision-making • Assess other staff's fitness for work and care for them to prevent negative outcomes 	<ul style="list-style-type: none"> • Role-model psychological safety in your unit or service by speaking up when there is a safety concern • Assist less experienced team members to provide authentic support to patients, families, careers, or other staff after an incident • Participate in Open Disclosure following incidents • Assist less experienced team members to discuss what matters most with patients, families, careers, and customers and what drives complaints • Offer physical and/or psychological wellbeing support to staff involved in incidents
<ul style="list-style-type: none"> • Practise self-reflection and emotional regulation, and understand the impact of own and others' emotions and physical feelings on safety • Critically reflect on own cognitive biases and how they influence decisions, behaviours and actions at work • Role-model reflective practice by leading discussions about learning for improvement • Lead open discussions about how team members' emotions and physical feelings impact safety 	<ul style="list-style-type: none"> • Recognise and reward staff for speaking up about safety and supporting others to do the same • Lead reviews following incidents and near-misses in a calm, logical and reflective manner so that others feel psychologically safe to contribute • Ensure there is authentic and appropriate support provided to patients, families, careers, or other staff after an incident • Ensure staff in your unit or service understand and participate in the Open Disclosure process • Set the expectation in the unit or service that understanding consumer or customer needs and complaints are essential for high-quality, reliable service delivery • Lead open discussions on how to support each other when involved in incidents and where to access organisational physical and psychological wellbeing resources • Follow up with staff who have been involved in incidents regarding ongoing need for support
<ul style="list-style-type: none"> • Assist leaders to develop their Emotional Intelligence capability to be effective safety and quality leaders • Provide expert guidance on how to reduce cognitive biases' influence on leadership practice • Provide expert guidance on how to use critical reflection skills for learning for improvement • Review and improve organisational policies, procedures and guidelines to consider human factors 	<ul style="list-style-type: none"> • Recognise and reward units and services for engaging in learning practices, speaking up when there is a safety concern, and reporting and reviewing their incidents • Provide expert guidance on how to create an environment in the incident review that encourages learning, openness, transparency, and accountability so that others feel psychologically safe to contribute • Ensure no blame is placed on staff in incident reviews without proof of negligence of the offense • Design and implement systems, processes and resources that support a staff safety culture, and that support patients, families and careers who have been involved in incidents
<ul style="list-style-type: none"> • Role-model own Emotional Intelligence capability to set the expectation that it is an essential safety leadership behaviour • Lead the organisation to protect time for staff to engage in reflective practice for learning for improvement • Ensure human factors are considered in organisational policies, procedures and guidelines 	<ul style="list-style-type: none"> • Collaborate with the Senior Executive to ensure there are resources and processes to drive a culture of psychological safety and learning from a range of data sources • Safeguard the incident review process from blame by influencing the Senior Executive to commit resources to develop an environment that supports learning, openness, transparency, and accountability • Ensure there are organisational resources and processes available for staff psychological and physical wellbeing immediately and ongoing after an incident • Provide expert guidance on how to authentically restore trust between the health organisation and patients, families and careers who have been involved in incidents

	Utilise Improvement Methodologies	Utilise System Thinking
Foundational 	<ul style="list-style-type: none"> • Be aware of the concepts of quality improvement in healthcare • Know where to find more information about the improvement resources available within the organisation • Think about different possibilities as to how service delivery works • Approach testing changes to service delivery from the perspective of making things better and safer • Be confident to offer ideas on service delivery improvement • Take responsibility for raising and fixing issues encountered at work • Understand a range of improvement data that exists in healthcare 	<ul style="list-style-type: none"> • Understand the unit's and service's purpose, design and models of care • Understand how taking action to improve service delivery might impact patients, families, careers, and staff in your or other units or services • Recognise your role in a patient's journey and how your actions can affect patient experience in other units and services • Recognise your role in the unit or service and how your actions can affect other staff and leaders' ability to deliver services • Understand your role in the patient journey and how your role affects the patient's overall health outcomes • Enter information into data systems for reference along the patient journey
Intermediate 	<ul style="list-style-type: none"> • Use knowledge, skills and experience that you have gained from other contexts to inform new ideas for service delivery improvement • Test ideas to demonstrate their worth for making things better and safer • Be confident to push boundaries and take measured risks when appropriate to improve service delivery • Understand what constitutes good aims and measures in improvement initiatives • Understand risk to improvement initiatives • Collect and analyse data to inform improvement conversations and initiatives • Be able and willing to participate in an improvement project that is underpinned by improvement methodologies • Recognise the importance of 'spread' of quality improvement initiatives and participate in this process 	<ul style="list-style-type: none"> • Anticipate the impacts of interactions between staff, teams, consumers and customers in your unit or service • Cultivate and maintain a network of relationships outside your unit, within the service or District/Network, which you can use to achieve safety and quality improvement outcomes • Connect patients, families, careers, or other staff and leaders with the support they need from other units or services where you work • Follow up with patients, families, careers, or other staff and leaders to see if they received the support they needed from other units or services where you work • Use all information from data systems to provide safe and efficient care
Adept 	<ul style="list-style-type: none"> • Apply quality improvement methods and tools to suit the context of the improvement needed • Understand the need for appropriate diversity in quality improvement teams • Provide guidance on quality improvement to others in your unit or service • Understand the importance of a Family of Measures for improvement initiatives • Read and interpret data presented in quality improvement tools/systems • Understand benchmarking, common cause variation and special cause variation as it applies to quality improvement work • Understand and apply the principles of Human-Centred Design • Support challenging conversations about change ideas with teams • Help to remove barriers to change for improvement • Critique improvement work as it relates to the organisation's strategic and operational plans and outcomes • Understand and apply evidence-based change management methods for service delivery improvement • Support spread of quality improvement initiatives 	<ul style="list-style-type: none"> • Determine and articulate approaches to achieve goals that consider <ul style="list-style-type: none"> • Ambiguities • Obstacles • Changing circumstances • Consequences in the service or District/Network • Utilise your network of relationships to understand the parts of the healthcare system and how it operates holistically to achieve safety and quality outcomes for your service and District/Network • Identify patient safety or work, health and safety practices that might impact innovative ideas for improvement and vice versa • Interpret when innovative ideas for improvement may pose new risks or introduce new harms • Understand and use analysis tools to learn about the contributing factors to how events occur in a complex system • Ensure your unit or service contributes to and references accurate and timely information

Advanced



Highly advanced



Utilise Improvement Methodologies	Utilise System Thinking
<ul style="list-style-type: none"> • Provide expert guidance about improvement methodologies and tools • Understand and interpret variation in data and how it relates to quality improvement • Provide expert guidance on benchmarking, common cause variation and special cause variation to improvement project leaders • Use data to understand if improvement is being achieved and to identify where opportunities for improvement exist • Teach others how to use Human-Centred Design • Support units and services to think creatively and innovatively about improvement and role-model creative and innovative thinking in your leadership practice • Provide resources to support creativity and innovation in units and services • Facilitate productive discussions about organisational change for improvement • Create networks to enable spread of improvement work that achieves safety and quality organisational objectives 	<ul style="list-style-type: none"> • Build decision networks and navigate politics to achieve outcomes that account for <ul style="list-style-type: none"> • Ambiguities • Obstacles • Changing circumstances • Consequences in the service or District/Network • Educate leaders about the parts of the healthcare system and how it operates holistically • Educate leaders about how to interpret when innovative ideas for improvement may pose new risks or introduce new harms • Provide expert guidance on how to use analysis tools to learn about the contributing factors to how events occur in a complex system • Ensure data systems are used to analyse information to contribute to improved patient outcomes and experience across the patient journey
<ul style="list-style-type: none"> • Provide expert guidance on what a continuous improvement culture looks like • Provide expert guidance about data for improvement and how to use it to achieve strategic objectives • Champion the use of data systems to inform quality improvement work • Provide expert guidance on why it is critical to protect time for staff to actively engage in thinking creatively and innovatively about service delivery improvement • Collaborate with the Senior Executive to remove organisational barriers that prevent creative and innovative thinking • Collaborate with the Senior Executive to invest resources and time into testing new ideas for improvement • Endorse ideas that are creative and innovative at the highest organisational level, that are also underpinned by sound evidence, measurement and evaluation • Use change management strategies expertly to lead organisational change for safety and quality 	<ul style="list-style-type: none"> • Be able to consider situations, challenges or ideas regarding safety and quality in the widest context relevant to NSW Health • Provide expert guidance on the parts of the healthcare system and how it operates holistically, as well as how to change the system to deliver safe, reliable care • Provide expert guidance on the variety of analysis tools available to your organisation that support services to learn about the contributing factors to how events occur in a complex system • Provide expert guidance on the use of data systems to ensure a safe and efficient patient journey



Appendix C

Mapping psychometric
tools to the profile

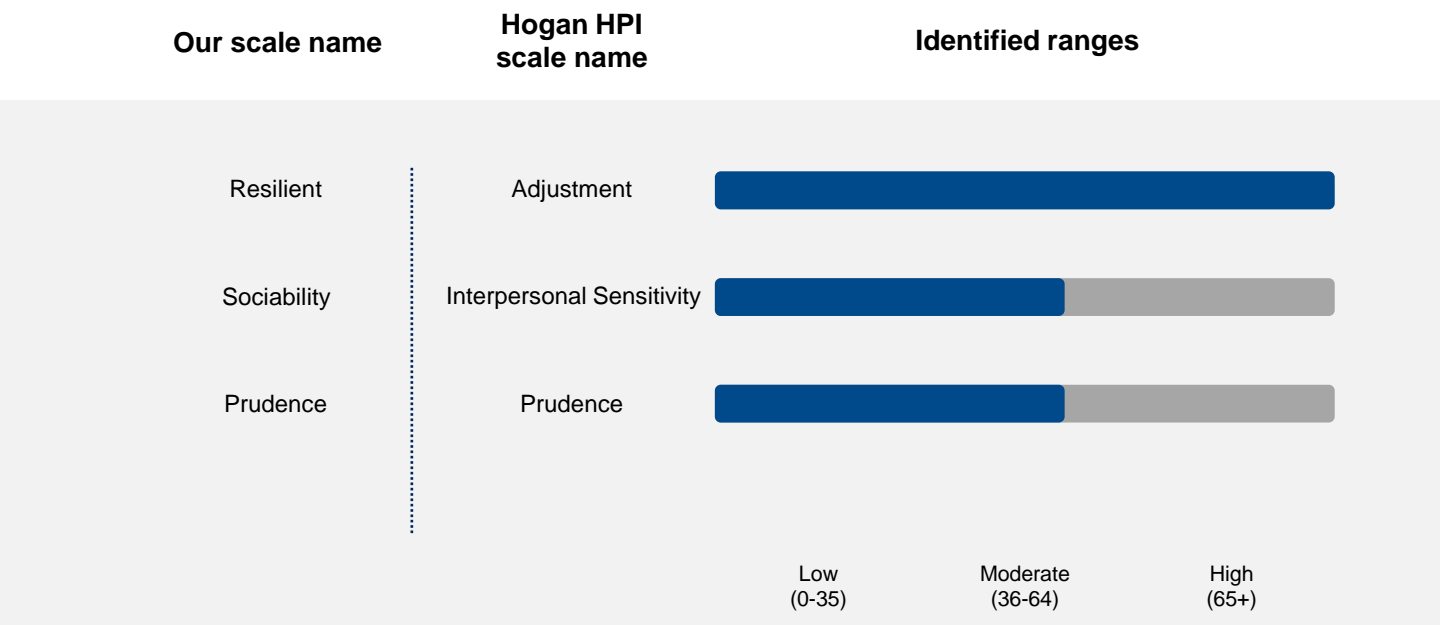




Mapping Psychometric Tools to the Profile

Leadership Styles

The leadership styles of EDO 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



 = the range that a EDO is expected to fall within

¹ Targeted interpretive ranges are indicative and based on the outputs of consultation in the development of 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 EDO role.

Potential Derailers

The potential leadership derailers of EDO 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+)

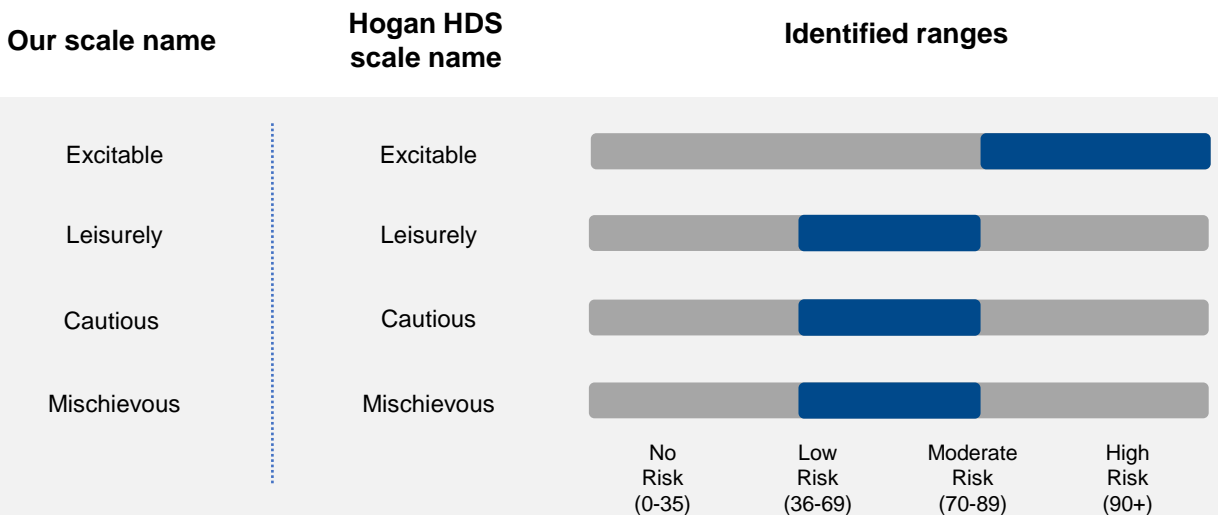
Most leaders will have a couple of derailers, with those in the 'high risk' classification being of most concern. Leaders who demonstrate derailers not captured in the list below are less likely to have their success as a EDO impacted by these derailers. However, these derailers should be still be explored 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 EDO role. Such leaders may still be appropriate for the EDO 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 EDO role. Such leaders may still be appropriate for the EDO role if they only demonstrate some (and not all) of the below derailers, and can clearly demonstrate mechanisms to cope with/avoid their derailers.



= the range that a EDO is expected to fall within

¹ Targeted interpretive ranges are indicative and based on the outputs of consultation in the development of 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 EDO 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	
Affiliation	Affiliation	

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

= the range that a EDO is expected to fall within

¹ Targeted interpretive ranges are indicative and based on the outputs of consultation in the development of 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 EDO role.





Health

