



NSW Health

Executive Director of
Medical Services (EDMS)
Leader Success Profile



Health



The Executive Director of Medical Services is a key member of the Leadership Team responsible for providing expert senior medical input into strategic, operational and executive decision-making.

They provide professional leadership and oversight across a range of areas including clinical services, clinical governance, data analytics/digital innovation and patient safety.

The Executive Director of Medical Services will also contribute to decision-making on clinical matters across the LHD and be key in the engagement and involvement of medical staff across Hospitals and Services.

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Section 1:

Understanding the Leader
Success Profile



Health



Leader Success Profile overview

This Executive Director of Medical Services (EDMS) Leader Success Profile defines the leadership elements required to be an outstanding Executive Director of Medical Services in the NSW 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 this 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](#).

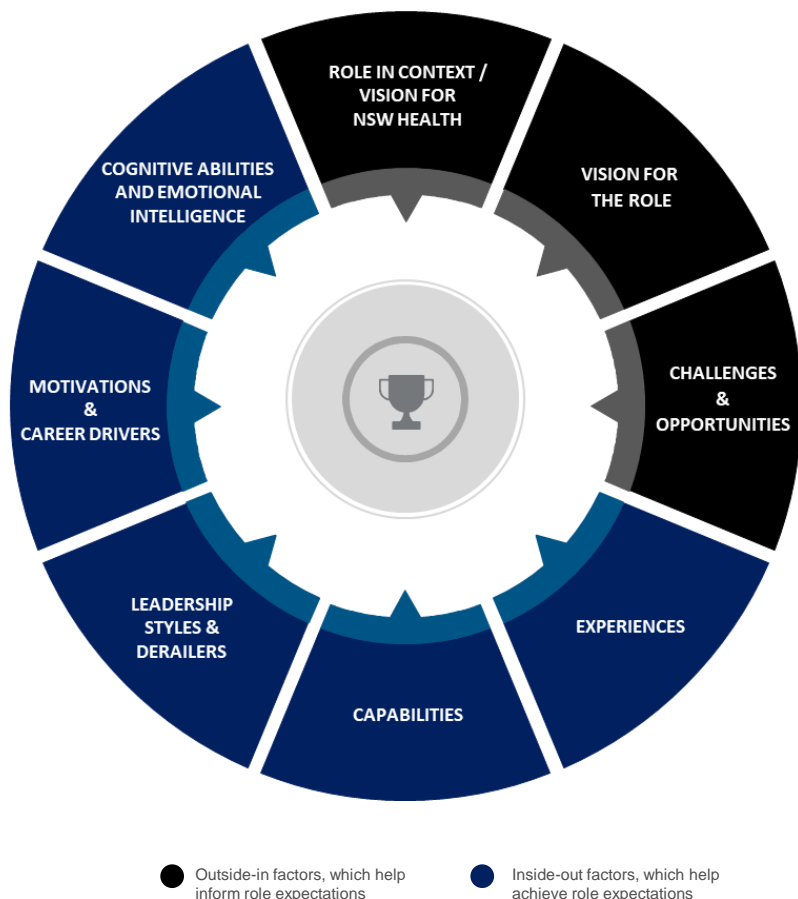


Figure 1: Leader Success Profile framework

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 EDMS need to strive for.

2

The key challenges and opportunities an EDMS 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 EDMS 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 EDMS 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 Medical Services Leader Success Profile defines the leadership elements required to be an outstanding Executive Director of Medical Services in the Health Service. It does not replace the position description for the EDMS role and will need to be considered in the particular context of the EDMS' 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

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

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

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

Clear criteria to inform succession planning activities

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

How to use the Executive Director of Medical Services 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 Medical Services

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 significant and ongoing disruptions such as 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 Medical Services plays a significant role in ensuring sustainable and high-quality patient care delivery within the Local Health District (LHD) and/or Specialty Network (SN), particularly in relation to the management of risk, the workforce and medical governance. As such, strong professional leadership of the medical workforce and the ability to deliver on both the tactical and operational elements of the EDMS role are vital.

In particular, following several years of facing natural disasters and the COVID-19 pandemic, well-being is a focus for NSW Health. A key objective for the EDMS role is to focus on the workforce experience through employee support, talent acquisition and retention and improving working conditions and staff morale.²

“

You are the doctor in the ear of the Chief Executive

”

- EDMS



“

The value lies in ... [being] able to advise the CE on all matters medical, but also to engage with medical staff

”

- EDMS



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

Figure 2: EDMS evolving landscape

¹ NSW Health, 2020/21 Annual Report, Overview

² NSW Health Talent Strategy 2022-2032

Societal trends

Workforce Challenges

Medical workers are experiencing emotional, physical, and professional stress from responding to natural disasters and the COVID-19 Pandemic. EDMS leaders need to be allies and stay resilient in the face of unexpected challenges and support the workforce to think disruptively and adapt to changing circumstances.



Natural Disasters / COVID-19 Pandemic

The COVID-19 Pandemic and the series of floods, bushfires and droughts (particularly in rural areas) have required the workforce to provide a rapid and agile response to ensure they are supporting the community in distressing times of need.



Changing Demographics

Evolving demographics, such as an ageing population, increases in consumer demand, the rise of mental health issues and the growth of chronic diseases brings clinical challenges and requires the refocusing and redistribution of resources.



Opportunities for EDMS...

COVID-19 has accelerated the Future of Health and emphasised the need for clear strategic directions and professional oversight of medical services. The EDMS can drive the delivery of primary care alongside supporting their employees and retaining talent which leads to the renewed need to focus on the workforce experience.

There is an opportunity for EDMS to leverage lessons learned to facilitate an agile and rapid response to unexpected crises, building upon the advances introduced to drive efficiencies and improvements in patient and staff experiences.

As strategic advisors who anticipate required shifts in service delivery and workforce models within LHDs as well as future medical workforce requirements, the EDMS can work to effectively hire and upskill clinical staff to support the increased demands of an ageing population as well as introduce systems and processes to increase staff safety.

Healthcare trends

Changing models of care

The pandemic's economic impact and health systems' increasing costs are forcing the systems to change their care delivery models to continue to meet quality and access targets at a reduced cost.



Increased importance of staffing

NSW is experiencing an increased demand for services which will place additional pressures on the workforce. Workforce planning, recruitment and retention need to be prioritised to maintain a high-quality, fit-for-purpose system.



Collaboration across complex ecosystems

The groups the EDMS must work with, are becoming increasingly complex, and the EDMS role is crucial in collaborating across this landscape. This includes navigating the political landscape, interacting with LHD medical staff and their representative associations, medical colleges and Ministry of Health.



Increased virtual care (digital and data)

There is a greater need for the workforce to have capability in data and analytics due to the rising adoption of digital technologies such as Cloud, artificial intelligence and telehealth.



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.



Opportunities for EDMS...

By providing strategic direction to the LHD, the EDMS can influence delivery models to promote innovative solutions. This can include more outpatient and digital management techniques, which will enable care delivery across physical boundaries.

EDMS have a key input in demand planning and resource allocation for the Healthcare workforce. They need to ensure staff are at the right capability levels and are equipped with the resources to provide the high-quality patient care.

EDMS play an important role in coordinating and identifying opportunities for integration across a diverse pool of stakeholders as well as reconciling differences to progress towards mutually beneficial outcomes in their LHD.

By supporting the medical workforce via development programmes and the facilitation of continuous learning, the EDMS can enable the LHD to take advantage of the technological disruptors and enable greater use of targeted interventions and personalised medicine.

The EDMS can work to ensure sustainability is a focus for the Executive, advocating for how sustainable practices can be embedded across NSW Health and pushing for the move to zero carbon.

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

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

NSW Health vision	NSW Health strategic priorities	NSW Health values
<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. Keep people healthy 2. Provide world-class clinical care where patient safety is first 3. Integrate systems to deliver truly connected care 4. Develop and support our people and culture 5. Support and harness health and medical research and innovation 6. Enable eHealth, health information and data analytics 7. Deliver infrastructure for impact and transformation 8. Build financial sustainability and robust governance 	<p>Collaboration</p> <p>Openness</p> <p>Respect</p> <p>Empowerment</p>

The Executive Director of Medical Services is expected to provide a crucial link between the Leadership and the Medical Workforce, working to drive NSW Health’s Strategic Outcomes.

“[The EDMS role] helps the ELT and CE to understand the way doctors behave. Things that may seem intuitive to [a medical professional] may not be clear to them.”

“[A key part of the role] around [implementing a new district strategy] is to be one of the chief disrupters.”

“[An EDMS has] to be very influential in trying to advocate and achieve what the clinicians need.”

“Promoting voices of medical clinicians...in shaping the direction of the service delivery in the district, is key.”

“[A key aspect of supporting the NSW’s vision is] ensuring we have effective systems in place to manage adverse events, systems, identify clinical risks [and] incidents.”

“The value of an EDMS lies in a strong experienced technician being able to advise the CE on all matters medical, but also to engage with medical staff.”

Vision for the role

Defining the future purpose and direction for EDMS

The below vision statement has been crafted through consultation and reiteration with current Executive Directors of Medical Services and Directors of Medical Services.

“Executive Directors of Medical Services are strategic thinkers who provide critical medical insights to the Executive Leadership and act as the professional lead for the medical workforce.

They use their networks to influence the delivery of high-quality clinical services across the LHD, providing strategic and medical leadership to ensure the workforce is high performing and are delivering optimised patient-focused outcomes.”

Note: The remit of the Executive Director of Medical Services will vary substantially between Local Health Districts, and the overarching vision will need to take into account local requirements.

The vision statement for the EDMS role is underpinned by three key concepts: **Strategise and Pioneer** to set the strategic direction for medical services and the workforce; **Support and Enable the Workforce** to ensure the right people are in the right roles and are supported to provide high-quality patient care outcomes across the system, and **Lead and Advise** by being the medical voice in the ear of the Executive Leadership and an intermediary between the Ministry and the workforce.

Strategise and Pioneer

The EDMS provides strategic direction and operational management to the medical workforce and services within the LHD. In order to achieve this, the EDMS is expected to:

- Collaborate with all the leaders in the district, gather information on how best to deliver sustainable care and contribute to the overall strategic plan of the LHD.
- Drive adoption of innovative approaches and promote new models of care that shape the direction of service delivery in the LHD.
- Engage with clinicians on sustainable change and desired outcomes.

"[EDMS need] to be a very strong, and effective member of an executive team of a Local Health District."

"[An important part of the role is] promoting the voices of medical clinicians...in shaping the direction of the service delivery in the district."

Support and Enable the Workforce

The healthcare sector is facing increasing workforce challenges, whilst adapting to new workforce models and technological disruptors that require new skills and capabilities. As the professional leadership for all medical staff, the EDMS plays a key role in:

- Supporting the Medical Workforce, through initiatives such as mentoring and well-being guidance, which enables workers to effectively fulfil their role in the health service.
- Supporting workforce development, and providing strategic leadership on the development and integration of new skills that are required to adapt to the future of Healthcare.
- Advocating for multidisciplinary teams to be able to respond to problems quickly and efficiently.

"Good medical managers are conduits ... unblockers. That ability to smooth the way so other people can do their jobs well is really important."

"Doctors fulfill a lot of tasks [and] without advocacy it's hard to grow the workforce [and] to support the workforce."

Lead and Advise

The EDMS role is the medical advisor in the leadership team, providing advice and guidance to the executive, offering key medical insights and raising alerts on clinical risks.

As the professional lead for the Medical Workforce, the EDMS is the intermediary between government policy and the workforce. They can drive the adoption of policies by championing initiatives and bringing diverse stakeholders onboard. Additionally, they provide a vital role in providing expert policy advice and guidance to support a Director of Medical Services (DMS) in implementing the LHD's vision.

"Be able to translate the complexity of medical (field) to the Chief Executives...and to help come up with solutions."

"I see our roles as being very much the trusted advisor role because we are not significant line managers."

"[There is a] need to maintain good relationship with all the DMS, be respected by the DMS, a person people come to for advice."



Section 3:

Challenges and
opportunities





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Challenges and opportunities

Outlining the key challenges and opportunities for Executive Directors of Medical Services

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

Influencing key stakeholders

Challenge

The EDMS is the professional lead for the medical workforce, however, typically, the EDMS does not have a reporting structure beneath them and must navigate a complex arrangement where the Facility DMS indirectly report to the EDMS as the professional lead whilst reporting directly to the GM. Consequently, the EDMS relies on building relationships and influencing an array of stakeholders across a wide geographical area, building trusting and genuine rapport across the district to drive consistent traction for strategic outcomes. More broadly the EDMS operates in an increasingly complex ecosystem requiring them build networks and navigate the political landscape to achieve outcomes. This challenge has been exacerbated by the introduction of hybrid working due to the COVID-19 pandemic, lessening interaction and connectivity and requiring a focus on maintaining networks across the district.

“You needed someone who brings people together, set a direction, and engage and develop relationships among craft groups.”

- Chief Executive

“It takes a particular talent to be able to manage all of those autonomous people and their different points of views in a way that keeps them working together for the organisation and for each other.”

- Director of Medical Services

How do we enable EDMS to excel in stakeholder management and use their network to solve issues?

Opportunities

In the diverse stakeholder landscape, the EDMS should instinctively connect with DMS, DoNM, DAH and other Executives to develop strong relationships. For example, those in the EDMS role can meet regularly with the DMS and collaborate with the GMs in their district to sustain a working relationship and gain a deeper understanding of how the group can support each other.

To influence and challenge stakeholders in an informed way, the EDMS need to be reflective and listen to many viewpoints. At the same time, it is critical for the EDMS to exhibit strong interpersonal and negotiation skills to gain respect and cooperation from stakeholders and work collaboratively to achieve key outcomes. For example, they can liaise with GMs and DMS to champion policies, drive outcomes and reconcile diverse interests.

The EDMS should always follow ethical practices and maintain a reputation of honesty and integrity to build trusted relationships and act as the dependable source for strategic advice and solutions.

“[The critical part] ... is the need to work collaboratively with other service providers - there is an absolute need to pull resources ... where we have to work as one system”

- Chief Executive

“You have to develop a relationship with [your networks]...whereby you don't have to tell them what to do because asking them is sufficient.”

- Director of Medical Services

Supporting Workforce Recruitment

Challenge

NSW Health is facing ongoing challenges in attracting the right workforce. EDMS play a key role in ensuring medical professionals are recruited with appropriate credentialing to ensure there are sufficient resources across all communities within the district to provide high-quality patient care. This is especially evident in rural contexts as there are fewer potential candidates in the talent pool and a desire within the workforce to live and work closer to metropolitan districts, where they may have completed their training. Due to an ageing population with a declining workforce participation rate, recruitment challenges are only expected to increase as the talent pool shrinks.¹ This is closely linked to and exacerbated by other challenges, for example, recruitment needs are intensified if there is insufficient succession planning or workforce retention issues remain unaddressed.

“It’s not unexpected...we find recruitment hard but once you are living in a metro area it’s hard to move out of it, you have built a network and you have enough work.”

- Executive Director of Medical Services

“[We have a] workforce where people are heading towards retirement.”

- Executive Director of Medical Services

How can EDMS contribute to ensuring there is a sufficient workforce to support the delivery of services?

Opportunities

EDMS are able to influence district-wide recruitment strategies. For example, they can be proactive in recruitment processes to ensure the right people are selected with the right skills, qualifications and development potential to fill vacant roles. Difficulties experienced in these processes should also be used to support the case for state-wide reforms.

Innovative recruitment strategies can be developed through collaboration with education providers and between EDMS across the state. For example, the EDMS can work together to reduce inter-district competition, promote internal mobility, and determine how the allocation of alternative workforces such as Locums or 6th-year medical students can optimise the delivery of patient care.

To attract talent, there is also scope to market the district as the employer of choice so the best applicants apply from the first instance. Additionally, they can work with junior colleagues to provide mentoring structures and development opportunities as a part of a wider succession planning strategy.

“[We can create] innovative recruitment strategies liaising with education providers and fostering research through connections, oversighting, and supporting the development of clinical research.”

- Executive Director of Medical Services

“They need to show some restraint and be willing to let others lead particularly if there is succession planning.”

- Director of Medical Services

¹ Australia’s Health Reimagined, Deloitte (March 2022)

Addressing Workforce Retention/Well-being

Challenge

Improving workforce retention is a core aspect of NSW Health's ability to provide consistent and equitable services and a failure to retain talent effectively results in additional recruitment and training costs. EDMS play a key role in retaining talent through managing, monitoring, and implementing initiatives that seek to improve the working standards of those on the front line.

This requires addressing harmful behaviours and cultural issues as well as providing development opportunities to meet the growing expectations the workforce has of their employers, in particular supporting the training and development of the junior medical workforce. Workforce retention challenges are felt particularly strongly by workers in rural settings where the workforce is smaller e.g., 1FTE is often required to cover the responsibilities of several roles.

"I think having the medical voice at the table when you are talking about culture and well-being ... is incredibly important."

- Executive Director of Medical Services

"If you don't have doctors you can't deliver a service and we're seeing a lot of health services paying increasingly a lot of money to get locums."

- Director of Medical Services

How can EDMS retain the existing medical workforce and empower them to feel confident and equipped for the current and future service demands?

Opportunities

As the professional leader of the medical workforce, the EDMS has the opportunity to support the well-being of medical staff at all levels of the organisation. For example, those in the role can work to support changes (such as new models of care and internal mobility opportunities) that can build capacity within teams to act as relief for each other and help balance the required training against service delivery. Supporting a culture of respect and inclusion is also vital to encourage a positive environment where individuals feel valued. This could include creating channels to report unacceptable behaviours and empowering the workforce to speak up about issues in addition to promoting access to and awareness of support resources. The EDMS can encourage development by investing in and co-designing leadership and development frameworks (such as with educational institutions). Additionally, programs to develop management skills can equip individuals with capabilities that cannot necessarily be learned on the job in a clinical setting. These professional development programs can also encourage the growth of adaptable and agile multidisciplinary teams.

"When doctors graduate, they know how to examine and diagnose people but they are unaware of the bigger system around them. If they are seen as the (unofficial) leader of the team, who people look up to, they need to have a bigger picture view of the system."

- Director of Medical Services

"Our strategic vision is to improve staff health and well-being ... reducing the hours the staff really work."

- Director of Medical Services

Adopting New Models of Care

Challenge

The EDMS play a key role in driving the adoption of new models of care across an incredibly complex system with many interrelated parts which include disparate facilities with different needs and requirements. For example driving adoption of outpatient clinics, whilst ensuring the district's compliance with policies and procedures. These large-scale changes can also face political, financial or practical challenges. This could include changing policy initiatives or unexpected demands on time or resources, such as natural disaster management.

The EDMS also need to balance the need to change and adapt the system with their responsibilities in ensuring that whilst reforms are implemented, the system is not disrupted and continues to provide high-quality patient care.

"A lot of our role is incredibly policy and procedure based and you have to have a really good attention to detail to do our job well...and to have that skillset and also be creative and disruptive is not easy."

- Executive Director of Medical Services

"One of the most important things a EDMS does it to hold a very difficult system together."

- Director of Medical Services

How do EDMS create a link across the district to lead much needed system changes?

Opportunities

EDMS have a unique platform to ask innovative and provocative questions and challenge the norm to drive innovation in the system. They should take lived problems from the facilities and work with other key stakeholders to think about and solve issues that will improve efficiency and the employee experience. The EDMS can also work to adopt a continuous learning mindset. For example, EDMS can learn from others and seek opportunities outside of normal day-to-day work to gain varied experiences that will support the EDMS toolkit when faced with challenges on the pathway to systemic change.

EDMS should demonstrate a good working knowledge of policies and procedures by being a leader who acknowledges the constraints but thinks outside the box to resolve issues within the system and support their teams. They can champion policies and work with their stakeholders to balance and reconcile interests to bring about high-quality service delivery in new ways. They may also work with each other to advocate for and progress on larger systemic issues such as the workforce and service demands.

"The things we ...do...is not always easy or straight forward...need to be the sort of person that actually want to help solve the problem rather than just apply the rule."

- Director of Medical Services

"Varied experiences and settings is really important because you have to have learnt more than one way [to do things] ... you have to have learnt nuance."

- Executive Director of Medical Services

Section 4:

Experiences



Health





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Experiences

Indicating the key behaviours and experiences for the EDMS role

The following experiences have been identified as critical by EDMS 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 obtained in the EDMS role or prior to entering the role.

EXPERIENCE 1

Stakeholder management

Engaging with diverse stakeholders to balance interests and meet strategic objectives.

Experience indicators:

- Listening to diverse viewpoints and exhibiting good communication skills.
- Working with diverse stakeholders and reconciling differences to achieve strategic objectives.
- Facilitating engagement and communication across all stakeholders including corporate support services, universities, research institutes, and clinicians to form connections with different networks.
- Influencing and leading people with different backgrounds and in different networks.

“One of the biggest roles we service is facilitating engagement and communication across a whole range of stakeholders.”

“That stakeholder management into the Ministry, that’s really important [for policy development].”

“You need stakeholder engagement to deliver the services that the community need, [you have to ask] what do they actually want?”

“If they’re engaged as a team, there is very little conflict when there’s a shared goal, and people feel validated within the team.”

EXPERIENCE 2

Governance

Ensuring governance is of the utmost importance within the district and taking a proactive approach to risk and quality improvements.

Experience indicators:

- Leading governance for the quality and safety of health services, ensuring effective systems are in place to manage adverse events and incidents and alerting them to the system to mitigate clinical risks.
- Implementing projects to proactively improve clinical care.
- Actively encouraging staff to complete mandatory training and monitor compliance.
- Guiding teams on how to navigate the complexities of the system and empowering them to pass that knowledge on.

“Governance for quality and safety of the health service is the highest priority.”

“Governance is...the common thing across all our roles.”

“[It’s about] implementing things safely, putting structures around it.”

“Governance is very important – over the way medical services are delivered.”

EXPERIENCE 3

Leading patient-centric initiatives

Advocating for the patient's voice in all circumstances to ensure high-quality, safe and effective patient care.

Experience indicators:

- Ensuring equity of access for communities within the district.
- Utilising appropriate mechanisms to conduct quality assurance of patient health outcomes.
- Identifying unacceptable behaviour around patient care and developing management and leadership skills in clinicians.
- Understanding how the health system works from a patient's perspective to gain a pragmatic viewpoint on what critical improvements need to be made.
- Accelerating change in the systems and structures by demonstrating how alternative care models will lead to better patient outcomes.

"That's what we're all about - patient safety, number one priority."

"The purpose of the job is to improve the health care system ... improve patient experience [and] outcomes."

"[EDMS] should have experience and knowledge in doing this properly."

EXPERIENCE 4

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

Coordinating activities across facilities to be known as a trusted advisor and strong exponent for improvement across the district.

Experience indicators:

- Examining problems from different perspectives to provide informed inputs when resolving issues.
- Responding to issues that are raised as efficiently as possible, with competence and confidence to gain respect and reputation as a leader who is willing to support others.
- Getting to know stakeholders across a dispersed geographic area and facilitating collaboration to implement consistency across the district.
- Providing oversight across the district and extracting critical trends in clinical data across various settings to advocate for change that will improve clinical and patient outcomes.

"The EDMS can...influence through her role within the Ministry and...[through] working with different portfolios within the district...[and] working with different district DMS."

"Where things need to happen and implemented across multiple sites... [the EDMS] should have a significant role in achieving that."

EXPERIENCE 5

Workforce planning

Mitigating risk of care delivery shortfalls by proactively recruiting and succession planning.

Experience indicators:

- Implementing innovative recruitment strategies, such as working with universities and facilitating placement programmes.
- Proactively planning for succession within the organisational structure by hiring individuals who have the potential to progress into leadership roles through training and development.
- Support retention programmes such as initiatives that prioritise mental health and well-being.

“Simply because...[EDMS] are doctors and workforce should be part and parcel to what they should be doing.”

“[The EDMS] job is to understand the rules and facilitate that to sort out workforce issues.”

“[The EDMS] primary role is appointment of medical staff.”

EXPERIENCE 6

Critical negotiations

Exhibiting confidence when engaging with stakeholder groups to achieve strategic objectives.

Experience indicators:

- Displaying resilience and remaining calm when managing difficult senior stakeholders.
- Assertively taking on a situation that has existing challenges to be resolved.
- Negotiating at both the individual and system level with the intent of getting people with diverse interests to agree on decisions so overall strategic objectives can be reached for the district.

“You’re always needing to be developing your tools and techniques for negotiating - there will be multiple ways to get the right result and that means accounting [for] other people’s perspectives and desire.”

“[This is] an important role for the EDMS because they will see and understand [clinical] risks and issues.”

“EDMS have to have some professional recognition among craft groups”

EXPERIENCE 7

Business process design

Overseeing business processes and design to empower those on the front line to improve the quality and safety of care.

Experience indicators:

- Providing oversight and assessing how business is conducted within the portfolios and facilities.
- Enabling the strategic design of business processes such as clinical service plans, and consumer engagement to optimise business outcomes.
- Understanding the business processes from the ground up to be able to support the teams on the front-line.
- Driving the improvement of processes to improve access to and the quality and safety of care.

“There is benefit in understanding the business from the ground up.”

“Business process design is really important – whether that’s in terms of how we conduct our own business in our own portfolio, with our client facilities, or whether it’s in the broader sense of business processes.”

EXPERIENCE 8

Leading change and transformation

Navigating and engaging with stakeholders to drive projects and analyse data that will inform the direction of the district.

Experience indicators:

- Managing complex projects that lead to change and transformation within the district.
- Championing change and gaining key stakeholder buy-in to embed sustainable change and outcomes.
- Collating and analysing data that will influence the direction of transformation project investments in the district.
- Listening, counselling and successfully advocating to have issues addressed by the Ministry, to encourage change from the bottom up.

“[Leading change and transformation] - that’s what we do.”

“They [EDMS] need to stick to the rules while trying to get to the best outcomes.”

“If you have a compelling argument that’s underpinned by data then people will come along with you on the journey.”

EXPERIENCE 9

Policy advice

Communicating clear policy advice and acting as the source of truth to support the Ministry in policy development.

Experience indicators:

- Providing pragmatic advice on policy development to the Ministry of Health and executive leadership team based on what is experienced within the districts.
- Being the source of truth on policy advisory, particularly on medical issues, for the organisation including DMS, Tier 2 colleagues and those at the executive level.
- Demonstrating attention to detail and adding clinical nuance when ensuring compliance with policies and procedures.

“Policy advice is really important, as a group we’re the people the Ministry relies on...to provide advice on policy development...”

“I would go to the EDMS for policy advice... if I want confirmation or more senior advice I would go to them.”



Section 5:

NSW Public Sector
Capability Levels



Health





ROLE IN
CONTEXT/
VISION FOR
NSW
HEALTH

VISION FOR
THE ROLE

CHALLENGES
AND
OPPORTUNITIES

EXPERIENCES

CAPABILITIES

LEADERSHIP
STYLES &
DERAILERS

MOTIVATIONS

COGNITIVE
ABILITIES AND
EMOTIONAL
INTELLIGENCE

NSW Public Sector Capability Levels

The identified capabilities for a high-performing Executive Director of Medical Services (EDMS)

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

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

	Capability	Definition	Level*
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	

"I fundamentally believe that our integrity is our biggest selling point, if we don't act with integrity we have no credibility." - EDMS

"You need to [have strong] stakeholder engagement [skills] to deliver the services that the community need, [front of mind is] what do they actually want?" - EDMS

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

“If [the employees] are engaged as a team, there is very little conflict, [and] when there’s a shared goal, people feel validated within the team.” - EDMS

“You need to know the [complexities] of the system, and it’s not easy to navigate them all. You need to know where the medical cost is going [for example] and cost reduction is about good quality clinical care.” - EDMS

“If you don’t have the [right] technical knowledge, how will you support [your team]... you need to know how to run a hospital otherwise you will be in trouble.” - EDMS

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

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

Section 6:

Leadership style

Derailers

Motivators



ROLE IN
CONTEXT/
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INTELLIGENCE

Leadership styles

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

The below **leadership styles** are the **personality attributes** most appropriate to support leadership success for EDMS in 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 Able to make decisions at key moments Maintains control during crises Expresses optimism of outcomes 	<p><i>"The job is high pressure, so staying calm and being able to make decisions in really difficult times is critical... it's important to give one's perspective and to prioritise one's day, tasks and what's required for the organisation at a certain moment." - DMS</i></p>
Interpersonal Sensitivity	<ul style="list-style-type: none"> Willing to challenge others, but ensures that they do so tactfully Is warm and approachable, but is able to be frank and honest when required Perceptive and understanding of others' moods 	<p><i>"You can't be too much of either [willing to challenge, and warm]... you must be prepared to upset people." - EDMS</i></p> <p><i>"Being able to accept and recognise what you don't know [is important]." - EDMS</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 Thorough with detail Conscientious, responsible and dependable 	<p><i>"It's about being organised, if you're going to do something do it properly." - EDMS</i></p> <p><i>"[Being dependable] is important at that level because it is strategic... they need to be trustworthy and honest." - DMS</i></p>
Inquisitive	<ul style="list-style-type: none"> Demonstrates curiosity and openness to new ideas / opportunities Courageous and innovative in their approach to problem-solving 	<p><i>"They need to have a good degree of reflection, and be able to learn from things that haven't gone right... They need to be fairly comfortable in a multi professional setting where they have to reflect on mistakes..." - DMS</i></p>
Learning Approach	<ul style="list-style-type: none"> Identifies knowledge gaps Seeks learning opportunities and development for others Seeks insight into own behaviour and performance 	<p><i>"You need to be interested in learning, not necessarily on [learning about] your own interests.... [it's about] having insight into what you don't know." - EDMS</i></p>

Potential derailers

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

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

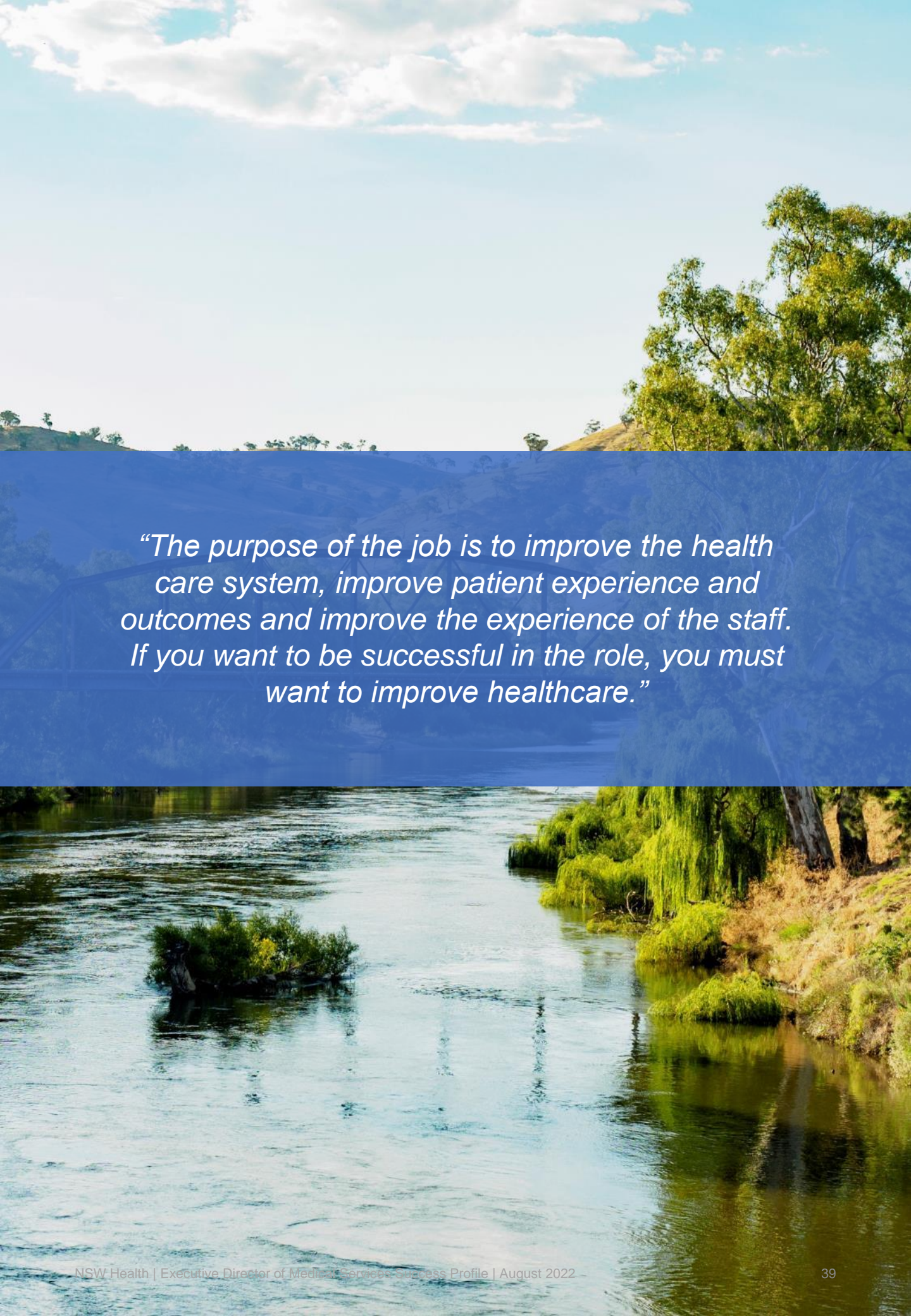
Attribute	Definition	Why it's a derailer
Excitable	<ul style="list-style-type: none">• Typically tend to show great enthusiasm for new projects, and are capable of generating energy and enthusiasm• Under pressure, they can easily become disappointed and demonstrate dramatic emotional peaks, which can significantly impact their ability to communicate and work with others• Hard to work with as they are moody, irritable, inconsistent, bad-tempered and hard to please	<p><i>"If you're excitable, its really going to cause trouble for you.... Someone who gets flustered when things are getting hard because they normally impact the team around them." - EDMS</i></p>
Leisurely	<ul style="list-style-type: none">• Typically seem obliging and pleasant, whilst remaining focused on their own goals• Under pressure, may avoid work or do the bare minimum if it is not aligned to their agenda, reluctant to be pushed or hurried• Hard to work with as they procrastinate, are stubborn and may under-deliver	<p><i>"Not being able to sense the importance of things, and not being able to sense the urgency of how important things are. There are many moving cogs and I think to take a leisurely approach to it [is] not a good thing." - DMS</i></p>
Mischievous	<ul style="list-style-type: none">• Typically charming, friendly, fun-loving, others drawn to them• Under pressure 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• Hard to work with as they can be hard to advise and neglect to fully evaluate the consequences of their decisions	<p><i>"That goes back to trust, if your personality is being mischievous... you're not going to get on well in the organisation, people aren't going to trust you." - EDMS</i></p> <p><i>"You have to be seen to be highly professional." - DMS</i></p>

Potential motivators

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

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

Motivator	Definition	Why it's important
Altruistic	<ul style="list-style-type: none">• Motivated to help the less fortunate• Want to make people's lives better• Desires to work in an environment which emphasise concern for people and encourage activities that benefit society• They want to improve the organisation	<p><i>"You [need to] want to improve society, mean something to community and help the less fortunate." - EDMS</i></p> <p><i>"It's about being part of something greater than yourself." - EDMS</i></p> <p><i>"You need to want to leave the organisation in a better place than they found it." - CE</i></p>
Affiliation	<ul style="list-style-type: none">• 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	<p><i>"Affiliation, and working with great people." - EDMS</i></p> <p><i>"You need social interaction, that's the great part of our role is we get to interact with so many different people." - EDMS</i></p>
Recognition	<ul style="list-style-type: none">• Seeks to achieve recognition for their team's field of expertise• Aims to achieve fairness/equity in the organisation• Desire to celebrate success and recognise a job well done• Desires to work in an environment which recognises and rewards value	<p><i>"I love it when my team get credited for doing a good job...I want people to really acknowledge and respect them." - EDMS</i></p>



“The purpose of the job is to improve the health care system, improve patient experience and outcomes and improve the experience of the staff. If you want to be successful in the role, you must want to improve healthcare.”

Section 7:

Cognitive abilities and
emotional intelligence



ROLE IN
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Cognitive abilities and emotional intelligence

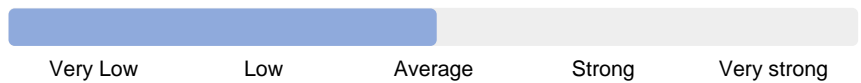
Showcasing the desired proficiency levels for a EDMS

Executive Directors of Medical Services need strong **cognitive abilities** and very strong **emotional intelligence** to successfully lead their teams.

It is important for Executive Directors of Medical Services 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 EDMS Success Profile with the Employee Lifecycle

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



RECRUITMENT

- To provide potential applicants, existing employees and the EDMS 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 EDMS 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 EDMS for the key challenges and uplifts critical capabilities for success.
- To support succession planning through identifying future EDMS 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 EDMS and which help a future EDMS 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
Foundational 	<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
Intermediate 	<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
Adept 	<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
Advanced 	<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
Highly advanced 	<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



Appendix C

Mapping psychometric
tools to the profile

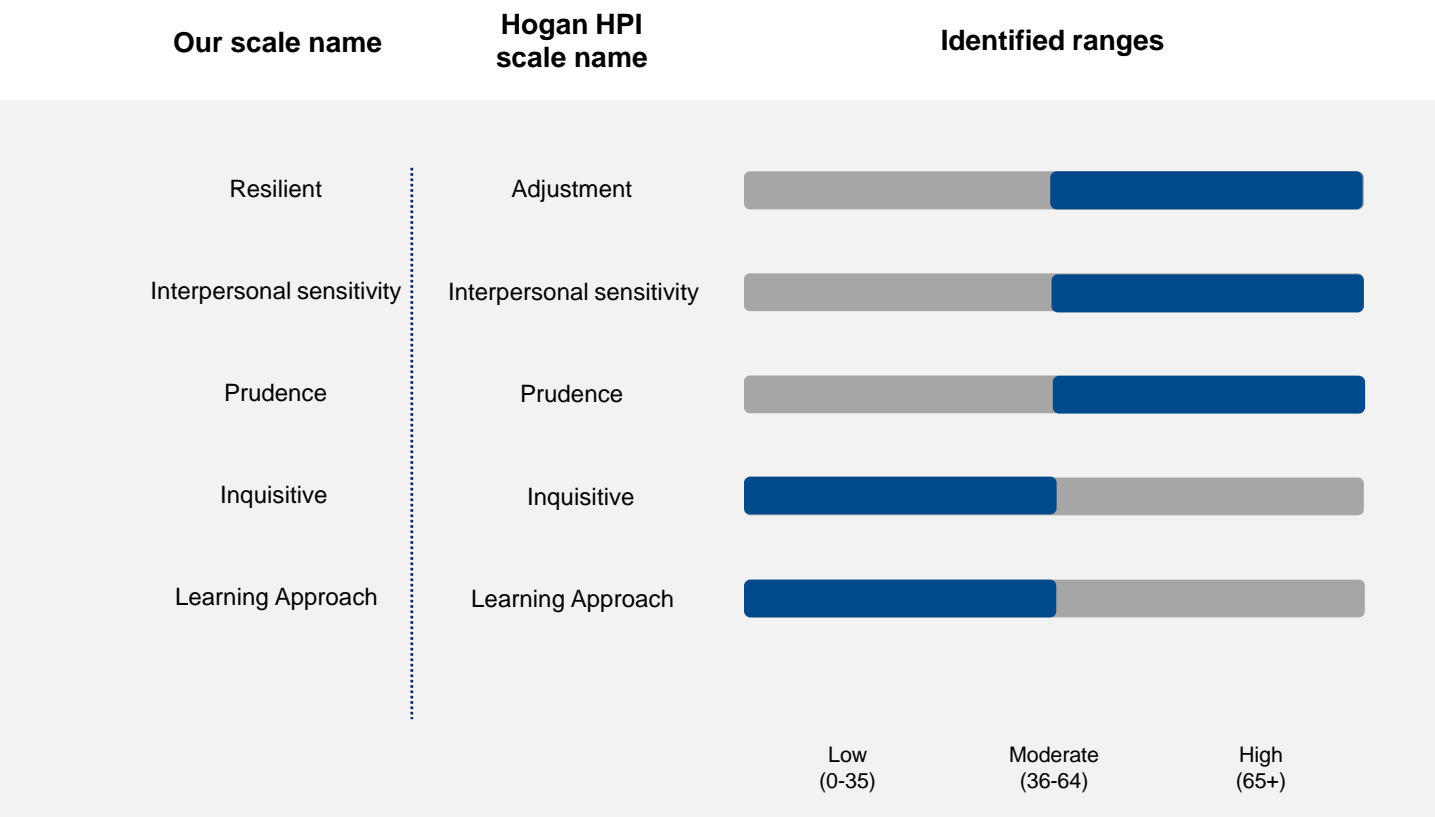




Mapping Psychometric Tools to the Profile

Leadership Styles

The leadership styles of EDMS 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 EDMS 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 EDMS role.

Potential Derailers

The potential leadership derailers of EDMS 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+)

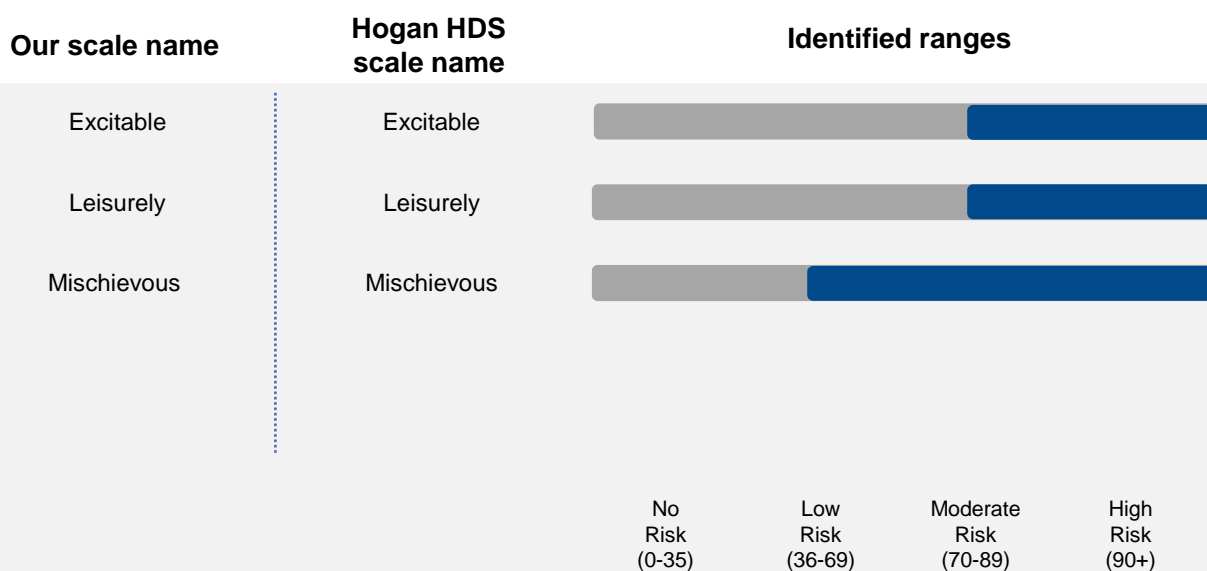
Most leaders will have a couple of derailers, with those in the 'high risk' classification being of most concern. Leaders who demonstrate derailers not captured in the list below are less likely to have their success as a EDMS impacted by these derailers. However, these derailers should be still be explored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

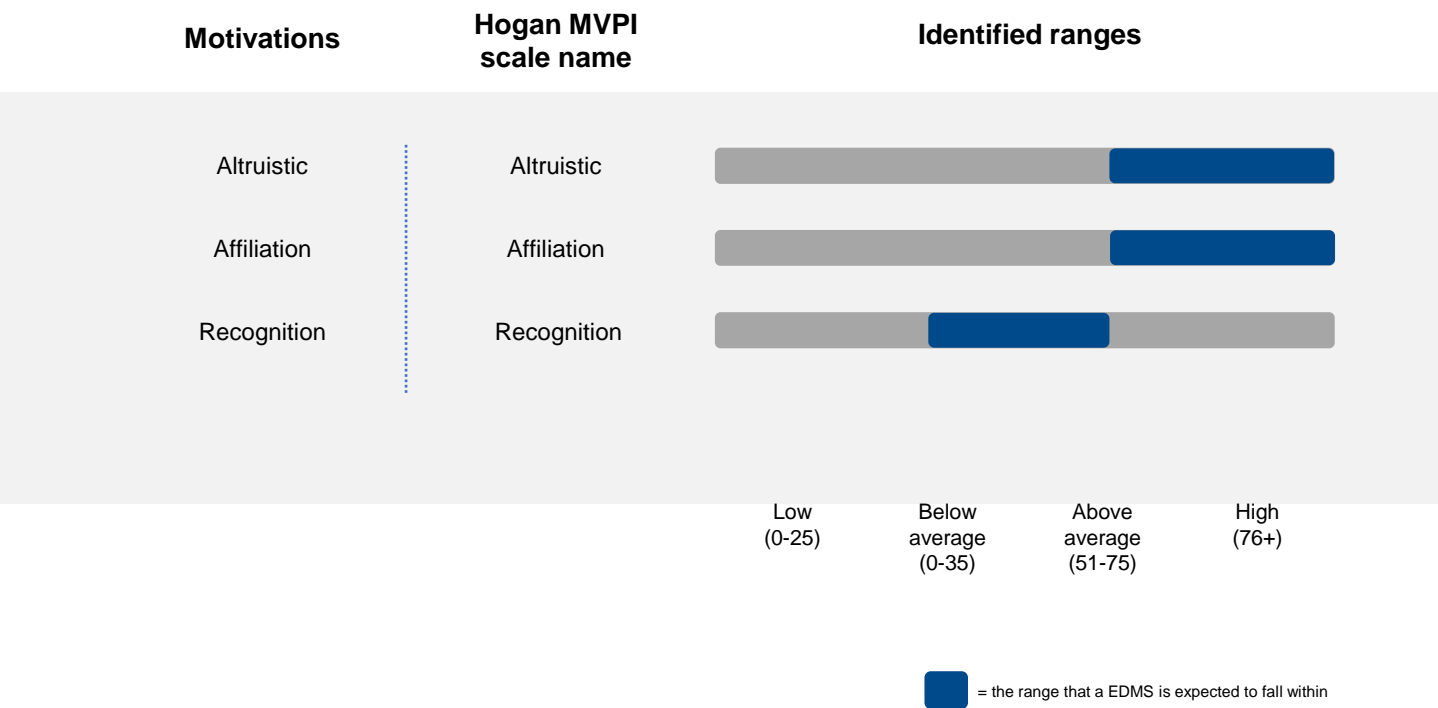


= the range that a EDMS is expected to fall within

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 EDMS 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



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 EDMS role.



Health