NDS Management – Advanced Level competencies

# Performance and Outcomes

## Manages quality of service delivery outcomes

* Reviews operational performance against defined outcomes and stakeholder satisfaction.
* Identifies and mitigates potential or perceived conflicts of interest.
* Develops strategies to improve outcomes and performance in line with strategic direction.
* Deals promptly with service delivery underperformance.

## Manages risk

* Establishes the context for risk by identifying stakeholder’s issues and assessing the strengths and weaknesses of existing arrangements.
* Identifies risks by engaging with relevant stakeholders, and using a variety of appropriate tools and feedback.
* Conducts an assessment of risks identified, and prioritises risks for development of strategies.
* Develops and implements strategies to effectively minimise identified risks.

## Leads strategic and business planning

* Consults the organisation’s decision makers to determine parameters for strategic planning process, and develops a project plan.
* Understands and interprets the internal and external strategic context in which the organisation operates, to guide its strategic planning processes.
* Formulates strategic business plans including engaging and consulting with stakeholders; researching trends and best practice, and leads the establishment of goals, key results and KPIs.
* Leads the development and implementation of strategic business plans including key activities and priorities, and monitors these plans to ensure goals are achieved in line with organisation’s strategic direction.

## Provides effective governance

* Develops and implements strategies and systems to provide appropriate and ongoing guidance and support to the CEO and Board.
* Develops and implements strategies and systems to support the organisation’s achievement of:
  + high ethical standards and integrity
  + access, equity and inclusion objectives
  + organisational compliance
  + financial control, internal controls, performance reporting
  + governance integrity

## Manages finances

* Takes a strategic approach to managing organisation’s budgets and finances within a challenging environment by forecasting future financial resource needs, and presents recommendations for budget expenditure to the CEO and/or Board.
* Analyses previous financial reports and current assets for financial capacity.
* Manages budgets effectively by setting business targets and compliance requirements, monitoring resource usage and reviewing performance.
* Manages financial risk and compliance effectively against organisation’s objectives and financial projections.
* Provides timely and accurate reports to the CEO and Board.

## Manages human resources

* Manages staff recruitment and induction processes in line with organisation’s policies and procedures.
* Manages staff development including developing systems and policies to support and address a range of organisational human resource related issues; using a range of strategies to identify staff development needs; and fostering partnership arrangements with providers of learning and development programs.
* Manages a range of human resource related issues including finance and payroll related issues, employee relations issues, contract staff, and issues associated with managing complex work teams.
* Develops and manages a workforce strategy to meet the ongoing needs of the organisation, using a range of strategies and projects to meet desired future state of workforce.

## Manages policy development

* Identifies future directions in organisation’s services, ensuring policy development supports these.
* Champions organisation’s policies and procedures and leads the business in adopting and adhering to company policies and procedures.

## Manages contracting processes

* Establishes and maintains contracting processes and documentation which clearly defines contract expectations and standards, risk management, accountability and financial frameworks.
* Manages tendering and selection processes as required.

## Leads the design and review of enterprise systems

* Analyses and determines the current and future market trends and business environment, and the capacity for existing systems to meet enterprise goals.
* Analyses current systems for strengths, weaknesses and problem areas.
* Researches a range of potential alternative systems for suitability, feasibility and costs. Negotiates organisation’s commitment to implementing a new, reconfigured or redesigned system, and develops a project plan.
* Develops an implementation strategy which takes into account negotiating specifications with provider; communicating and engaging with staff regarding the changes; ensuring appropriate system testing and checking is factored in, and associated risks are considered and mitigated.
* Monitors the new system by developing performance criteria and reporting against this criteria, and consults with stakeholders on implementing continuous improvement processes.

# **Leadership** and Personal Accountability

## Leadership and transformation

* Reflects on personal efficacy and personal competence, and effectiveness of role modelling to build trust, confidence and respect. Fosters a climate of giving and receiving feedback.
* Evaluates own personal effectiveness in building an effective organisational and workplace culture.
* Consistently leads in a respectful and inclusive manner; demonstrates emotional intelligence; manages work based relationships; and adjusts own leadership style when required.
* Encourages and models collaborative thinking by using own personal expertise and that of others to achieve strategic results.
* Encourages contributions from others, and models collaborative communication.
* During change processes communicates the direction of the organisation and values effectively to staff and stakeholders.
* Develops communication strategies to address risks arising for individuals during times of change.

## Leads and influences change

* Influences organisation’s culture by embedding the acceptance of new ideas and challenges to existing practices; fostering continuous improvement; embedding change management processes via staff’s key performance indicators; recruits and deploys diverse staff to maximise organisation’s strategic advantage in dealing with change; and managing change as part of organisational systems and learning.
* Monitors the external environment and climate to anticipate required organisational change, and engages with managers early to be able to adjust service delivery and respond to change.
* Provides strategic leadership in organisational change by formulating strategic priorities and designing strategies and plans to maximise agreed outcomes and transition from present to future.
* Responds positively and in a flexible manner to change and uncertainty, and provides coaching, guidance and leadership to assist staff in dealing with the change and transition processes.

## Coaches and develops staff

* Manages and improves the performance of staff.
* Identifies opportunities for staff development, and actively encourages staff to take responsibility for their own development.
* Coaches and mentors staff to assist them in maximising their potential.

## Manages workplace issues

* Assesses staffing requirements, develops job specifications and manages the recruitment of staff.
* Manages the planning, resourcing and allocation of staff roles and tasks, and ensures that individuals and teams understand their responsibilities and authority. Implements mechanisms to evaluate and improve work practices. Monitors the workplace environment to ensure effective working relationships are maintained; provides appropriate feedback by recognising achievements, providing constructive feedback when required, encouraging individuals to take responsibility for their own decisions and actions; and works to resolve conflict.
* Implements performance management, grievance and disciplinary procedures when required.

## Leads and influences ethical practice

* Consistently demonstrates a commitment to the professionalism, ethical values and principles of the organisation in all activities and interactions.
* Maintains a high level of ethical expertise to interpret complex ethical matters and provide advice.
* Ensures organisation’s policies provide for safe reporting of unethical practices and remedies for dealing with these.
* Manages and deals with suspected unethical conduct promptly and confidentially, and provides leadership, guidance and empowerment to others to deal with ethical issues.
* Embeds ethical practices in all aspects of the organisation’s policies, systems and processes.
* Actively promotes ethical leadership and decision making at all levels in the organisation.

# Productive Relationships

## Develops and cultivates collaborative partnerships and relationships

* Actively communicates to influence relevant individuals and stakeholders by building trust and rapport and demonstrating a high standard of personal performance and conduct; and implementing a range of influencing strategies to increase commitment from staff and stakeholders.
* Takes a proactive approach to researching, identifying and forging new relationships in line with organisation’s strategic directions and objectives.
* Establishes and maintains partnerships and collaborative relationships with stakeholders by fostering collaboration within the organisation and empowering staff to actively commit to collaborative relationships.
* Leads the establishment of formal and informal frameworks to support partnerships.
* Establishes reporting systems to monitor partnerships against agreed outcomes.

## Influences and shapes diversity management

* Role models behaviours that demonstrates an understanding of the strategic advantage of diversity to the organisation, and reflects cultural awareness and respect for diversity. Embeds diversity in all learning activities, and recruits for a planned diverse workforce.
* Accepts diversity as a basis for all relationships and harnesses understanding of differences to enhance interactions and value a diverse workforce, including diverse leadership styles.
* Recognises the value of individual working styles and differences of others and ensures inclusion in all work planning, practices and development of procedures. Promotes the benefits of working in a diverse workforce to the team and coaches the team to embrace diversity.
* Identifies current and future diversity needs of organisation, and provides leadership by embedding diversity strategies, plans and priorities throughout the organisation.