NDS Management competencies – Entry level

# Performance and Outcomes

## Manages operational plans

* Works with manager to develop operational plans, including performance measures; and communicates these plans and measures to the team.
* Plans, acquires and manages resources to meet agreed outcomes.
* Monitors and reviews performance, developing contingencies to deal with areas of underperformance.
* Reviews and adjusts plans to meet agreed outcomes.

## Manages quality customer service

* Ensures staff are aware of organisation’s customer service standards in all aspects of service delivery, and monitors the team’s performance to ensure these standards are consistently met.
* Supports team members to overcome difficulties in meeting customer service standards.
* Analyses customer feedback to review and improve customer service.
* Resolves customer complaints effectively that led to poor customer service.

## Ensures a safe workplace

* Ensures the workplace has a WHS management system in place, in line with organisation’s WHS policy.
* Encourages participation to identify, discuss and resolve WHS issues in the workplace.
* Ensures adequate processes are in place to identify and report hazards and assess and control risks.
* Ensures all staff receive training in hazard and risk identification and management. Ensures appropriate WHS management system records are developed and maintained.

## 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.

## Manages budgets and finances

* Reviews budgets, ensures team members are aware of the agreed budgets and appropriate resources are allocated.
* Monitors actual expenditure to control costs, and develops contingencies to ensure budget variations are managed effectively. Reports on budget and expenditure to management.

# Leadership and Personal Accountability

## Develops and uses emotional intelligence

* Realises the impact of own emotions on others in the workplace, and takes into account the emotions of others when making decisions.
* Encourages and supports others to recognise the effect of their emotions on others, and to find ways to manage own emotions.
* Encourages a positive emotional climate in the workplace.

## Leads and manages team effectiveness

* Establishes team performance plans and supports team members in meeting expected performance outcomes.
* Develops and facilitates team cohesion, encouraging the team to contribute to decision making, planning and operational aspects of the work team.
* Encourages and values team efforts and contributions.
* Supports the team to resolve issues, and encourages the team to take ownership of team activities and outcomes.
* Maintains open communication with stakeholders, evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders.

## Communicates with influence

* Communicates clearly, using language that is appropriate for the audience.
* Uses a variety of communication styles to present the business position, and negotiates effectively to achieve a win/win situation.
* Leads meetings effectively, fostering collaborative and inclusive approaches to discuss issues and possible solutions, ensuring decisions are made by consensus and compromise.
* Presents information at a variety of forums, ensuring appropriate language and style are used to suit the audience.

## 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.

## Fosters an innovative work environment

* Fosters an environment of innovation by being receptive to ideas, and taking considered risks to open up opportunities. Develops work procedures for the team that encourage innovation, and facilitates collaboration to foster innovation. Builds and leads the team to recognise and capitalise on opportunities for innovation. Promotes and reinforces the value of innovation in line with organisation’s objectives.
* Creates the right physical environment for fostering innovation, including workspaces.
* Seeks ways to create learning opportunities for the team, including sharing information, giving feedback and learning from others.

## Manages legal and ethical compliance

* Determines scope of compliance requirements for own work area, and identifies risks.
* Role models ethical work behaviour, and ensures all staff are aware of their ethical obligations in their work.
* Ensures all workplace policies and procedures reflect and reinforce ethical work practices.
* Monitors work practices for ethical compliance, and deals effectively with breaches.
* Maintains knowledge of compliance requirements and reviews and updates periodically current practices.

## Reflects and improves on own professional practice

* Understands the correlation between individual specific financial funding and service delivery, and works to ensure all outcomes are successfully achieved.
* Undertakes self-evaluation in conjunction with the team and manager.
* Actively encourages feedback to assist in improving work practices.
* Keeps up to date with best practice and contemporary service delivery trends. Actively participates in review mechanisms to identify own developmental needs.
* Takes responsibility for own professional development by seeking out opportunities to further enhance skills and knowledge.

# Productive relationships

## Leads and manages effective workplace relationships

* Engages with staff to ensure their contribution to workplace issues.
* Works to develop trust and confidence of staff through professional conduct and role modelling appropriate workplace behaviours.
* Maintains effective networks and external relationships to further enhance the team and the organisation.
* Ensures that workplace difficulties are identified and resolved promptly by providing guidance, counselling and support.

## Fosters workplace diversity

* Researches and scopes diversity in the workplace, including identifying potential barriers.
* Integrates diversity into all workplace operations, identifying areas where diversity can impact positively.
* Role models behaviours that reflect cultural awareness and respect for diversity.
* 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.
* Reviews and evaluates diversity to ensure agreed outcomes are met.

## Develops and maintains networks and collaborative partnerships

* Analyses and identifies networking and collaborative opportunities that may enhance performance of self and the team.
* Develops a range of collaboration strategies that include initiating relationships and sharing information with external organisations, with a view to working collaboratively.
* Plans and implements collaborative projects and service delivery.
* Represents the organisation at appropriate opportunities in a positive way, sharing information on service delivery that fosters collaborative networks but ensures client and organisations confidentiality.
* Works to maintain networks and partnerships to enhance organisation’s service delivery, and evaluates strategies implemented, recommending changes to strategies where appropriate.

## Supports staff

* Monitors the stress and emotional wellbeing of the team, taking appropriate action where required.
* Uses reflective behaviour strategies to monitor self and the team’s performance. Conducts structured debriefings following incidents, using appropriate debriefing techniques to facilitate open discussion and encourage the team to explore emotions and discuss concerns.
* Provides referrals where identified staff requires additional support.