NDS Management - Experienced level competencies

# Performance and Outcomes

## Manages service delivery quality

* Develops a framework for quality service delivery by establishing/confirming quality service standards; ensuring procedures deliver high quality services; and implementing continuous improvement to ensure quality service delivery.
* Regularly reviews service delivery against quality framework, including updating procedures and ensuring staff have skills to deliver changing service requirements. Regularly seeks feedback from stakeholders to gauge satisfaction, dealing with complaints and using these to develop strategies to improve outcomes.
* Implements a range of strategies to ensure continuous improvement of service standards.

## Develops and implements business plans

* Develops performance objectives and measures through consultation with key stakeholders.
* Develops business plans and communicates them to staff, implements plans ensuring sufficient resources are identified and allocated.
* Monitors the implementation, checking results against agreed outcomes and making changes as appropriate.

## 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.

## Implements WHS risk management

* Manages consultation and participation processes in determining WHS risks, and ensures appropriate resources are allocated to enable WHS risk management.
* Uses a range of strategies to review current risk controls for effectiveness, using this data to revise the WHS risk management framework.
* Uses revised framework to assess, control and monitor risks identified.

## 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.

## Develops and implements new service programs

* Identifies service needs by consulting and engaging with people accessing organisation’s services, using appropriate communication and processes.
* Develops and documents new programs using stakeholder input, including resourcing requirements, support and evaluation mechanisms.
* Implements and monitors programs against agreed objectives and budget, including communicating roles and responsibilities and providing training where required. Evaluates programs, modifying where appropriate.

## Manages finances

* Analyses a range of previous financial data, researches future resource requirements and cash flow trends to assist in developing budgets.
* Establishes budgets in accordance with organisation’s procedures and allocates resources.
* Implements budgets, ensuring staff are clear about budgets, reporting requirements and financial delegations.
* Reviews work practices to minimise risk of misappropriation, and maintains audit trails to ensure accurate tracking.
* Provides timely reports on all financial activities to senior management.

## 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.

# Leadership and Personal Accountability

## Leads teams

* Develops strategies to maximise work performance and outcomes.
* Develops and implement plans to address staffing resource needs, including recruitment and induction activities.
* Aligns own leadership style with the values of the organisation, and role models organisation’s values in all behaviours.
* Is proactive in maintaining own skills development and professionalism.
* Fosters collaboration and cooperative work practices and effective communication within the team, and deals with conflict promptly and effectively.
* Evaluates plans, identifying areas for improvement and revises these to ensure continuous improvement.
* Implements performance management processes as required with individuals in the team, including monitoring and coaching individuals to improve performance.

## Leads and manages change

* Identifies opportunities and areas for potential change in the workplace via feedback from staff and reviewing operational performance against objectives.
* Responds to changes in the community and adjusts services accordingly.
* Develops change management project plans, including ensuring appropriate resources are allocated to implement the changes.
* Implements change management strategies, engaging and encouraging staff participation. Identifies and deals with barriers to change, and implements ways to embed the changes into work practices.

## Manages innovation and continuous improvement

* Regularly reviews programs, systems and processes including analysis of supply chains and service delivery; evaluates effectiveness of performance measures; and reviews prior performance.
* Identifies and develops options for continuous improvement, including encouraging innovation; analysing and mitigating risks; and developing plans to trial options.
* Implements new processes via transition plans, ensuring staff are aware of and engaged, and monitors the implementation to maximise success.
* Investigates failures promptly, analysing causes and ensuring this learning informs future new processes.

## 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.

# Productive Relationships

## Manages partnerships with service providers

* Builds relationships with potential partners and identifies opportunities for partnerships.
* Works to with potential partners negotiate a range of partnership agreement terms and conditions.
* Implements, monitors and evaluates partnership arrangements against agreed criteria.

## Manages and promotes diversity

* Researches diversity in the workplace.
* Role models behaviours that reflect cultural awareness and respect for diversity.
* Accepts diversity as a basis for all relationships and harnesses understanding of differences to enhance interactions and value a diverse workforce.
* 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.
* Contributes to workplace diversity policies and procedures, and develops measures for the outcomes of strategies, policies and procedures.

## **Promotes and represents the organisation effectively**

* Promotes organisation’s services to increase the profile in the community that:
	+ targets stakeholders and their interests
	+ provides positive information about the services
	+ harnesses opportunities for the community to view and contribute to services
* targets communications to areas where the profile needs raising
* encourages staff to participate in appropriate forums
* Represents the organisation professionally at a range of external forums including those that affect service operations, role and funding.
* Responds appropriately to negative publicity and perceptions, developing and implementing strategies to deal with these issues.