

HETI MANAGEMENT DEVELOPMENT VIRTUAL CLASSROOM PROGRAMS

Mapped to the NSW Public Sector Capability
Framework Version 2: 2020



Health Education and Training Institute (HETI) has taken the initiative of mapping its Management Development Virtual Classroom Programs to the NSW Public Sector Capability Framework Version 2: 2020. The mapping was carried out by the HETI Leadership, Management Development and Educational Design Portfolio in February 2022. The NSW Public Service Commission was not involved in, nor has it verified, the mapping of HETI's Management Development Virtual Classroom Programs to the [NSW Public Sector Capability Framework Version 2: 2020](#).

HETI MANAGEMENT DEVELOPMENT VIRTUAL CLASSROOM PROGRAMS	PERSONAL ATTRIBUTES				RELATIONSHIPS				RESULTS				BUSINESS ENABLERS				PEOPLE MANAGEMENT			
	Display Resilience and Courage	Act with Integrity	Manage Self	Value Diversity and Inclusion	Communicate Effectively	Commit to Customer Service	Work Collaboratively	Influence and Negotiate	Deliver Results	Plan and Prioritise	Think and Solve Problems	Demonstrate Accountability	Finance	Technology	Procurement and Contract Management	Project Management	Manage and Develop People	Inspire Direction and Purpose	Optimise Business Outcomes	Manage Reform and Change
CORE Chat: Our Values in Action	F/I	I	I/AP	I	I	F	F	F/I				F								
CORE Chat for Managers: Leading Cultural Change	AP	AP	AP/AV	AP	AP/AV		AP	AP			AP	I					AP/AV			AP
Emotional Intelligence in Practice	AP/AV		AP/AV	AP	I/AP/AV		AP	AP/AV			AV									
Financial Management Essentials Series	F	F/I	I				I	F	I	I	I	I/AP	F/I/AP						I	
Mastering Attention Management	I		F/I/AP						I	F/I	F/I	I		I						
People Management Skills Program	AP		AP	AP	I/AP		I/AP	I/AP		I	AP/AV						AP/AV	I/AP	AP/AV	I/AP
Positively Resolving Workplace Conflict	AP/AV		AP/AV	AP	AP/AV		AP/AV	AP/AV			AV						AP			
Purposeful Meetings	AP		AP	AP	AP			AP	F/I	F/I	AP									

F = FOUNDATIONAL **I** = INTERMEDIATE **AP** = ADEPT **AV** = ADVANCED **HA** = HIGHLY ADVANCED

Enrolments for all Management Development programs are done via My Health Learning.

PROGRAM	DELIVERY	DURATION
CORE Chat: Our Values In Action	Virtual classroom	4 hours
CORE Chat for Managers: Leading Cultural Change	Virtual classroom	2 hours
Emotional Intelligence in Practice	Virtual classroom	4 hours
Financial Management Essentials Series	Virtual classroom	3x modules

PROGRAM	DELIVERY	DURATION
Mastering Attention Management	Virtual classroom	4 hours
People Management Skills Program	Virtual classroom	6x 4-hour modules
Positively Resolving Workplace Conflict	Virtual classroom	4 hours
Purposeful Meetings	Virtual classroom	4 hours

CORE CHAT: OUR VALUES IN ACTION	
AUDIENCE	<p>NSW Health staff members</p> <p>Any employee wishing to deepen knowledge of the CORE values and contribute to a harmonious working environment.</p>
OVERVIEW	<p>Empowers staff to plan for and initial solution focused conversations that bring about positive change and improve workplace culture</p> <p>Engages employees to model behaviours that support the CORE values</p> <p>Develops skills in areas of communication and giving and receiving feedback.</p>
PSC FRAMEWORK ALIGNMENT	<p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p><i>Foundational</i></p> <p>Be open to new ideas and approaches</p> <p>Offer own opinion, ask questions and make suggestions</p> <p>Do not give up easily when problems arise.</p> <p><i>Intermediate</i></p> <p>Be flexible and adaptable and respond quickly when situations change</p> <p>Offer opinion and raise challenging issues', listen when ideas are challenged and respond in a reasonable way</p> <p>Work through challenges</p> <p>Remain calm and focused in challenging situations.</p> <p><u>Act with Integrity</u></p> <p><i>Intermediate</i></p> <p>Represent the organisation in an honest, ethical and professional way.</p> <p><u>Manage Self</u></p> <p><i>Intermediate</i></p> <p>Seek feedback from colleagues and stakeholders.</p> <p><i>Adept</i></p> <p>Look for and take advantage of opportunities to learn new skills and develop strengths.</p> <p><u>Value Diversity and Inclusion</u></p> <p><i>Intermediate</i></p> <p>Be responsive to diverse cultures, backgrounds, experiences, perspectives, values and beliefs.</p> <p>RELATIONSHIPS</p> <p><u>Communicate Effectively</u></p> <p><i>Intermediate</i></p> <p>Clearly explain and present ideas and arguments</p> <p>Listen to others to gain an understanding and ask appropriate, respectful questions</p> <p>Monitor own and others' non-verbal cues and adapt where necessary.</p> <p><u>Commit to Customer Service</u></p> <p><i>Foundational</i></p> <p>Show respect, courtesy and fairness when interacting with customers.</p>

PSC FRAMEWORK ALIGNMENT	<p><u>Work Collaboratively</u></p> <p><i>Foundational</i></p> <p>Work as a supportive and co-operative team member, share information and acknowledge others' efforts.</p> <p><u>Influence and Negotiate</u></p> <p><i>Foundational</i></p> <p>Utilise facts to support claims</p> <p>Help to find solutions that contribute to positive outcomes</p> <p>Contribute to resolving differences with other staff or stakeholders</p> <p>Respond to conflict without worsening the situation and refer to a supervisor where appropriate.</p> <p><i>Intermediate</i></p> <p>Work towards positive and mutually satisfactory outcomes</p> <p>Identify others' concerns and expectations</p> <p>Respond constructively to conflict and disagreements and be open to compromise</p> <p>Keep discussions focused on the key issues.</p> <p>RESULTS</p> <p><u>Demonstrate Accountability</u></p> <p><i>Foundational</i></p> <p>Take responsibility for own actions.</p>
CORE CHAT FOR MANAGERS: LEADING CULTURAL CHANGE	
AUDIENCE	NSW Health managers or staff acting in a role with people management responsibilities.
OVERVIEW	<p>Prepares managers to lead cultural change by exploring approaches in relational leadership and managing with empathy and transparency</p> <p>Builds managers' capacity to have coaching conversations with staff using powerful questioning.</p>
PSC FRAMEWORK ALIGNMENT	<p><i>*In addition to the linkages show for CORE Chat: Our Values in Action</i></p> <p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p><i>Adept</i></p> <p>Raise and work through challenging issues and seek alternatives</p> <p>Give frank and honest feedback/advice.</p> <p><u>Act with Integrity</u></p> <p><i>Adept</i></p> <p>Represent the organisation in an honest, ethical and professional way and encourage others to do so</p> <p>Act professionally and support a culture of integrity</p> <p>Identify and explain ethical issues and set an example for others to follow.</p> <p><u>Manage Self</u></p> <p><i>Adept</i></p>

Examine and reflect on own performance

Seek and respond positively to constructive feedback and guidance.

Advanced

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.

Value Diversity and Inclusion

Adept

Recognise and adapt to individual abilities, differences and working styles.

RELATIONSHIPS

Communicate Effectively

Adept

Create opportunities for others to be heard, listen attentively and encourage them to express their views.

Advanced

Explore creative ways to engage diverse audiences and communicate information.

Work Collaboratively

Adept

Encourage a culture of recognising the value of collaboration

Build co-operation and overcome barriers to information sharing and communication across teams/ units.

Influence and Negotiate

Adept

Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes

Show sensitivity and understanding in resolving conflicts and differences

Influence others with a fair and considered approach and sound arguments.

RESULTS

Think and Solve Problems

Adept

Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness

Identify and share business process improvements to enhance effectiveness.

Demonstrate Accountability

Intermediate

Ensure that own actions and those of others are focused on achieving organisational outcomes.

PEOPLE MANAGEMENT

Manage and Develop People

Adept

Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes.

Advanced

Coach and mentor staff and encourage professional development and continuous learning.

Manage Reform and Change

Adept

Identify cultural barriers to change and implement strategies to address these.

EMOTIONAL INTELLIGENCE IN PRACTICE	
AUDIENCE	<p>NSW Health employees currently in management or team leader roles</p> <p>Staff acting in management roles.</p>
OVERVIEW	<p>Explores the concepts and practical application of emotional intelligence when managing teams</p> <p>Hones emotional intelligence skills to enhance individual performance, teamwork and culture, leading in turn to quality patient outcomes.</p>
PSC FRAMEWORK ALIGNMENT	<p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p><i>Adept</i></p> <p>Give frank and honest feedback/advice</p> <p>Remain composed and calm under pressure and in challenging situations.</p> <p><i>Advanced</i></p> <p>Welcome new challenges and persist in raising and working through novel and difficult issues.</p> <p><u>Manage Self</u></p> <p><i>Adept</i></p> <p>Look for and take advantage of opportunities to learn new skills and develop strengths</p> <p>Examine and reflect on own performance</p> <p>Seek and respond positively to constructive feedback and guidance.</p> <p><i>Advanced</i></p> <p>Translate negative feedback into an opportunity to improve.</p> <p><u>Value Diversity and Inclusion</u></p> <p><i>Adept</i></p> <p>Recognise and adapt to individual abilities, differences and working styles.</p> <p>RELATIONSHIPS</p> <p><u>Communicate Effectively</u></p> <p><i>Adept</i></p> <p>Tailor communication to diverse audiences</p> <p><i>Intermediate</i></p> <p>Monitor own and others' non-verbal cues and adapt where necessary</p> <p>Listen to others to gain an understanding and ask appropriate, respectful questions.</p> <p><i>Advanced</i></p> <p>Adjust style and approach to optimise outcomes</p> <p>Create opportunities for others to contribute to discussion and debate.</p> <p><u>Work Collaboratively</u></p> <p><i>Adept</i></p> <p>Share lessons learned across teams/units</p> <p>Build cooperation and overcome barriers to information sharing and communication across teams and units.</p> <p><u>Influence and Negotiate</u></p> <p><i>Adept</i></p>

PSC FRAMEWORK ALIGNMENT	<p>Lead and facilitate productive discussions with staff and stakeholders</p> <p>Show sensitivity and understanding in resolving conflicts and differences.</p> <p>Advanced</p> <p>Work towards mutually beneficial win/win outcomes.</p> <p>RESULTS</p> <p><u>Think and Solve Problems</u></p> <p>Advanced</p> <p>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others.</p>
FINANCIAL MANAGEMENT ESSENTIALS SERIES (FMES)	
AUDIENCE	NSW Health Staff
OVERVIEW	<p>The Financial Management Essentials Series (FMES) drives financial resource management awareness and capability within NSW Health. The series empowers all staff to positively contribute to the sustainability of NSW Health.</p>
PSC FRAMEWORK ALIGNMENT	<p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p>Foundational</p> <p>Be open to new ideas and approaches</p> <p>Offer own opinion, ask questions and make suggestions</p> <p>Adapt well to new situations</p> <p><u>Act with Integrity</u></p> <p>Foundational</p> <p>Report apparent conflicts of interest</p> <p>Follow legislation, policies, guidelines and codes of conduct that apply to your role and organisation</p> <p>Intermediate</p> <p>Represent the organisation in an honest, ethical and professional way</p> <p>Support a culture of integrity and professionalism</p> <p>Manage Self</p> <p>Intermediate</p> <p>Adapt existing skills to new situations</p> <p>Show commitment to achieving work goals</p> <p>RELATIONSHIPS</p> <p><u>Work Collaboratively</u></p> <p>Intermediate</p> <p>Share information and learning across teams</p> <p>Use collaboration tools, including digital technologies, to work with others</p>

Influence and negotiate

Foundational

Use facts to support claims

Help to find solutions that contribute to positive outcomes

Contribute to resolving differences with other staff or stakeholders

RESULTS

Deliver Results

Intermediate

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

Identify any barriers to achieving results and resolve these where possible

Proactively change or adjust plans when needed

Plan and Prioritise

Intermediate

Understand the team and unit objectives and align operational activities accordingly

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

Think and Solve Problems

Intermediate

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

Demonstrate Accountability

Intermediate

Be proactive in taking responsibility and being accountable for own actions

Be aware of risks and act on or escalate risks, as appropriate

Adept

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

BUSINESS ENABLERS

Finance

Foundational

Appreciate the importance of accuracy and completeness in estimating costs and calculating and recording financial information

Be aware of financial delegation principles and processes

Intermediate

Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending

Understand how financial decisions impact the overall financial position

Adept

Understand the impacts of funding allocations on business planning and budgets

Know when to seek specialist advice and support and establish the relevant relationships

Identify discrepancies or variances in financial and budget reports, and take corrective action

PSC FRAMEWORK ALIGNMENT	<p>PEOPLE MANAGEMENT</p> <p><u>Optimise Business Outcomes</u></p> <p><i>Intermediate</i></p> <p>Develop team and unit plans that consider team capabilities and strengths</p> <p>Plan and monitor resource allocation effectively to achieve team and unit objectives</p> <p>When planning resources, consider the attraction and retention of people of diverse cultures, backgrounds and experiences</p>
MASTERING ATTENTION MANAGEMENT	
AUDIENCE	All NSW Health Staff
OVERVIEW	<p>Mastering Attention Management helps NSW Health employees feel more empowered about how they spend their time at work. The course assists participants to better understand the role attention plays in work effectiveness, gain clarity over their work priorities and objectives and proactively manage their internal and external environments.</p>
PSC FRAMEWORK ALIGNMENT	<p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p><i>Intermediate</i></p> <p>Be flexible and adaptable and respond quickly when situations change</p> <p>Work through challenges</p> <p>Remain calm and focused in challenging situations</p> <p><u>Manage Self</u></p> <p><i>Foundational</i></p> <p>Be willing to develop and apply new skills</p> <p>Look for opportunities to learn and develop</p> <p><i>Intermediate</i></p> <p>Show awareness of own strengths and areas for growth, and develop and apply new skills</p> <p><i>Adept</i></p> <p>Show commitment to achieving challenging goals</p> <p>Examine and reflect on own performance</p> <p>RESULTS</p> <p><u>Deliver Results</u></p> <p><i>Intermediate</i></p> <p>Take the initiative to progress and deliver own work and that of the team or unit</p> <p>Identify any barriers to achieving results and resolve these where possible</p> <p>Proactively change or adjust plans when needed</p> <p><u>Plan and Prioritise</u></p> <p><i>Foundational</i></p> <p>Plan and coordinate allocated activities</p> <p>Re-prioritise own work activities on a regular basis to achieve set goals</p>

PSC FRAMEWORK ALIGNMENT	<p>Intermediate</p> <p>Respond proactively to changing circumstances and adjust plans and schedules when necessary Accommodate and respond with initiative to changing priorities and operating environments</p> <p><u>Think and Solve Problems</u></p> <p>Foundational</p> <p>Ask questions to explore and understand issues and problems Find and check information needed to complete own work tasks</p> <p>Intermediate</p> <p>Be proactive in taking responsibility and being accountable for own actions</p> <p><u>Demonstrate Accountability</u></p> <p>Intermediate</p> <p>Be proactive in taking responsibility and being accountable for own actions</p> <p>BUSINESS ENABLERS</p> <p><u>Technology</u></p> <p>Intermediate</p> <p>Use available technology to improve individual performance and effectiveness</p>
PEOPLE MANAGEMENT SKILLS PROGRAM (PMSP)	
AUDIENCE	NSW Health Managers
OVERVIEW	PMSP offers an integrated approach to building knowledge and capabilities to effectively lead and manage teams and assists managers to support their staff to provide world-class patient-centred care.
PSC FRAMEWORK ALIGNMENT	<p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p>Adept</p> <p>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</p> <p><u>Manage Self</u></p> <p>Adept</p> <p>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</p> <p><u>Value diversity and Inclusion</u></p> <p>Adept</p>

Demonstrate cultural sensitivity, and engage with and integrate the views of others
 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

RELATIONSHIPS

Communicate Effectively

Adept

Tailor communication to diverse audiences
 Create opportunities for others to be heard, listen attentively and encourage them to express their views
 Clearly explain complex concepts and arguments to individuals and groups
 Intermediate
 Monitor own and others' non-verbal cues and adapt where necessary

Work Collaboratively

Adept

Encourage a culture that recognises the value of collaboration
 Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work

Intermediate

Support others in challenging situations

Influence and negotiate

Adept

Lead and facilitate productive discussions with staff and stakeholders
 Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
 Show sensitivity and understanding in resolving conflicts and differences
 Manage challenging relationships with internal and external stakeholders

Intermediate

Identify and resolve issues in discussion with other staff and stakeholders

RESULTS

Plan and Prioritise

Intermediate

Understand the team and unit objectives and align operational activities accordingly
 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

Think and Solve Problems

Adept

Seek contributions and ideas from people with diverse backgrounds and experience
 Research and apply critical thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence

Advanced

Take account of the wider business context when considering options to resolve issues

PSC FRAMEWORK ALIGNMENT	<p>PEOPLE MANAGEMENT</p> <p><u>Manage and Develop People</u></p> <p><i>Adept</i></p> <p>Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</p> <p>Be aware of the influences of bias when managing team members</p> <p>Seek feedback on own management capabilities and develop strategies to address any gaps</p> <p>Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</p> <p>Monitor and report on team performance in line with established performance development frameworks</p> <p><i>Advanced</i></p> <p>Coach and mentor staff and encourage professional development and continuous learning</p> <p><u>Inspire Direction and Purpose</u></p> <p><i>Intermediate</i></p> <p>Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies</p> <p>Encourage team members to strive for ongoing performance improvement</p> <p>Recognise and acknowledge high individual and team performance</p> <p><i>Adept</i></p> <p>Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders</p> <p><u>Optimise Business Outcomes</u></p> <p><i>Adept</i></p> <p>Monitor performance against standards and take timely corrective actions</p> <p>Keep others informed about progress and performance outcomes</p> <p><i>Advanced</i></p> <p>Encourage team members to take calculated risks to support innovation and improvement</p> <p>Align systems and processes to encourage improved performance and outcomes</p> <p><u>Manage Reform and Change</u></p> <p><i>Intermediate</i></p> <p>Accommodate changing priorities and respond flexibly to uncertainty and ambiguity</p> <p><i>Adept</i></p> <p>Engage staff in change processes and provide clear guidance, coaching and support</p> <p>Support teams in developing new ways of working and generating innovative ideas to approach challenges</p>
	<p>POSITIVELY RESOLVING WORKPLACE CONFLICT</p>
AUDIENCE	<p>NSW Health managers or staff acting in a role with people management responsibilities.</p>
OVERVIEW	<p>Empowers NSW Health managers to shift their beliefs towards conflict</p> <p>Fosters skills and strategies to confidently resolve conflict within the workplace and contribute to building conflict resilient workplaces.</p>

PERSONAL ATTRIBUTES

Display Resilience and Courage

Adept

Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately.

Advanced

Remain composed and calm and act constructively in highly pressured and unpredictable environments

Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues.

Manage Self

Adept

Look for and take advantage of opportunities to learn new skills and develop strengths.

Advanced

Actively seek, reflect and act on feedback on own performance.

Value Diversity and Inclusion

Adept

Recognise and adapt to individual abilities, differences and working styles.

RELATIONSHIPS

Communicate Effectively

Adept

Tailor communication to diverse audiences

Create opportunities for others to be heard, listen attentively and encourage them to express their views

Show sensitivity and understanding in resolving conflicts and differences.

Advanced

Create opportunities for others to contribute to discussion and debate

Manage complex communications that involve understanding and responding to multiple and divergent viewpoints

Adjust style and approach to optimise outcomes.

Work Collaboratively

Adept

Build co-operation and overcome barriers to information sharing and communication across teams/units.

Advanced

Recognise outcomes achieved through effective collaboration between teams.

Influence and Negotiate

Adept

Lead and facilitate productive discussions with staff and stakeholders

Manage challenging relations with internal and external stakeholders.

Advanced

Influence others with a fair and considered approach and present persuasive counter-arguments

Show sensitivity and understanding in resolving acute and complex conflicts

Anticipate and minimise conflict within the organisation and with external stakeholders.

RESULTS

Think and Solve Problems

Advanced

PSC FRAMEWORK ALIGNMENT	<p>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others.</p> <p>PEOPLE MANAGEMENT</p> <p><u>Manage and Develop People</u></p> <p><i>Adept</i></p> <p>Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way.</p>
PURPOSEFUL MEETINGS	
AUDIENCE	NSW Health staff members.
OVERVIEW	<p>Explores the preparation required when convening a meeting, including an overview of various types of meetings, developing an agenda and drafting a Terms of Reference that sets out the purpose, responsibilities and ways of working for the group. Participants are also introduced to a range of facilitation approaches that aim to create an inclusive, dynamic and purposeful meeting.</p>
PSC FRAMEWORK ALIGNMENT	<p>PERSONAL ATTRIBUTES</p> <p><u>Display Resilience and Courage</u></p> <p><i>Adept</i></p> <p>Be flexible, show initiative and respond quickly when situations change.</p> <p><u>Manage Self</u></p> <p><i>Adept</i></p> <p>Look for and take advantage of opportunities to learn new skills and develop strengths.</p> <p><u>Value Diversity and Inclusion</u></p> <p><i>Adept</i></p> <p>Recognise and adapt to individual abilities, differences and working styles.</p> <p>RELATIONSHIPS</p> <p><u>Communicate Effectively</u></p> <p><i>Adept</i></p> <p>Create opportunities for others to be heard, listen attentively and encourage them to express their views.</p> <p><u>Influence and Negotiate</u></p> <p><i>Adept</i></p> <p>Lead and facilitate productive discussions with staff and stakeholders</p> <p>Encourage others to talk, share and debate ideas to achieve a consensus</p> <p>Manage challenging relationships with internal and external stakeholders.</p> <p>RESULTS</p> <p><u>Deliver Results</u></p> <p><i>Foundational</i></p> <p>Complete own work tasks under guidance, within set budgets, timeframes and standards</p> <p>Take the initiative to progress own work</p> <p>Identify resources needed to complete allocated work tasks.</p> <p><i>Intermediate</i></p> <p>Take the initiative to progress and deliver own and team/unit work.</p>

<div>PSC FRAMEWORK ALIGNMENT</div>	<div> <div> Plan and Prioritise </div> <div> <i>Foundational</i> </div> <div> Plan and coordinate allocated activities </div> <div> Re-prioritise own work activities on a regular basis to achieve set goals. </div> <div> <i>Intermediate</i> </div> <div> Respond pro-actively to changing circumstances and adjust plans and schedules when necessary. </div> <div> Think and Solve Problems </div> <div> <i>Adept</i> </div> <div> Seek contributions and ideas from people with diverse backgrounds and experience. </div> </div>
------------------------------------	---