


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 November 2020. 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
Purposeful Meetings	AP		AP	AP	AP			AP	F/I	F/I	AP									
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									
Positively Resolving Workplace Conflict	AP/AV		AP/AV	AP	AP/AV		AP/AV	AP/AV			AV						AP			

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

PROGRAM	DELIVERY	DURATION
Purposeful Meetings	Virtual classroom	4 hours
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
Positively Resolving Workplace Conflict	Virtual classroom	4 hours

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

PURPOSEFUL MEETINGS

AUDIENCE	NSW Health staff members.
OVERVIEW	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.
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 Encourage others to talk, share and debate ideas to achieve a consensus 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 Take the initiative to progress own work 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>

PSC FRAMEWORK ALIGNMENT

Plan and Prioritise

Foundational

Plan and coordinate allocated activities

Re-prioritise own work activities on a regular basis to achieve set goals.

Intermediate

Respond pro-actively to changing circumstances and adjust plans and schedules when necessary.

Think and Solve Problems

Adept

Seek contributions and ideas from people with diverse backgrounds and experience.

CORE CHAT: OUR VALUES IN ACTION

AUDIENCE

NSW Health staff members

Any employee wishing to deepen knowledge of the CORE values and contribute to a harmonious working environment.

OVERVIEW

Empowers staff to plan for and initial solution focused conversations that bring about positive change and improve workplace culture

Engages employees to model behaviours that support the CORE values

Develops skills in areas of communication and giving and receiving feedback.

PSC FRAMEWORK ALIGNMENT

PERSONAL ATTRIBUTES

Display Resilience and Courage

Foundational

Be open to new ideas and approaches

Offer own opinion, ask questions and make suggestions

Do not give up easily when problems arise.

Intermediate

Be flexible and adaptable and respond quickly when situations change

Offer opinion and raise challenging issues', listen when ideas are challenged and respond in a reasonable way

Work through challenges

Remain calm and focused in challenging situations.

Act with Integrity

Intermediate

Represent the organisation in an honest, ethical and professional way.

Manage Self

Intermediate

Seek feedback from colleagues and stakeholders.

PSC FRAMEWORK ALIGNMENT

Adept

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

Value Diversity and Inclusion

Intermediate

Be responsive to diverse cultures, backgrounds, experiences, perspectives, values and beliefs.

RELATIONSHIPS

Communicate Effectively

Intermediate

Clearly explain and present ideas and arguments

Listen to others to gain an understanding and ask appropriate, respectful questions

Monitor own and others' non-verbal cues and adapt where necessary.

Commit to Customer Service

Foundational

Show respect, courtesy and fairness when interacting with customers.

Work Collaboratively

Foundational

Work as a supportive and co-operative team member, share information and acknowledge others' efforts.

Influence and Negotiate

Foundational

Utilise 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.

Intermediate

Work towards positive and mutually satisfactory outcomes

Identify others' concerns and expectations

Respond constructively to conflict and disagreements and be open to compromise

Keep discussions focused on the key issues.

RESULTS

Demonstrate Accountability

Foundational

Take responsibility for own actions.

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> <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>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</p> <p>Actively seek, reflect and act on feedback on own performance.</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><i>Advanced</i></p> <p>Explore creative ways to engage diverse audiences and communicate information.</p> <p><u>Work Collaboratively</u></p> <p><i>Adept</i></p> <p>Encourage a culture of recognising the value of collaboration</p> <p>Build co-operation and overcome barriers to information sharing and communication across teams/units.</p> <p><u>Influence and Negotiate</u></p> <p><i>Adept</i></p> <p>Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</p>

PSC FRAMEWORK ALIGNMENT

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

NSW Health employees currently in management or team leader roles
 Staff acting in management roles.

OVERVIEW

Explores the concepts and practical application of emotional intelligence when managing teams
 Hones emotional intelligence skills to enhance individual performance, teamwork and culture, leading in turn to quality patient outcomes.

PSC FRAMEWORK ALIGNMENT

PERSONAL ATTRIBUTES

Display Resilience and Courage

Adept

Give frank and honest feedback/advice

Remain composed and calm under pressure and in challenging situations.

Advanced

Welcome new challenges and persist in raising and working through novel and difficult issues.

Manage Self

Adept

PSC FRAMEWORK ALIGNMENT

Look for and take advantage of opportunities to learn new skills and develop strengths
 Examine and reflect on own performance
 Seek and respond positively to constructive feedback and guidance.

Advanced

Translate negative feedback into an opportunity to improve.

Value Diversity and Inclusion

Adept

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

RELATIONSHIPS

Communicate Effectively

Adept

Tailor communication to diverse audiences

Intermediate

Monitor own and others' non-verbal cues and adapt where necessary

Listen to others to gain an understanding and ask appropriate, respectful questions.

Advanced

Adjust style and approach to optimise outcomes

Create opportunities for others to contribute to discussion and debate.

Work Collaboratively

Adept

Share lessons learned across teams/units

Build cooperation and overcome barriers to information sharing and communication across teams and units.

Influence and Negotiate

Adept

Lead and facilitate productive discussions with staff and stakeholders

Show sensitivity and understanding in resolving conflicts and differences.

Advanced

Work towards mutually beneficial win/win outcomes.

RESULTS

Think and Solve Problems

Advanced

Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others.

POSITIVELY RESOLVING WORKPLACE CONFLICT

AUDIENCE

NSW Health managers or staff acting in a role with people management responsibilities.

OVERVIEW

Empowers NSW Health managers to shift their beliefs towards conflict

Fosters skills and strategies to confidently resolve conflict within the workplace and contribute to building conflict resilient workplaces.

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

Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others.

PEOPLE MANAGEMENT

Manage and Develop People

Adept

Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way.