

NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK – EXECUTIVE MANAGEMENT JOB FAMILY

Strategic Core Requirements	Level 12	Level 13	Level 14
Sector and Organisation Purpose & Values	A broad working knowledge and application of the philosophy and rationale for human rights based approaches in the disability sector. A broad understanding of the strategic directions under which the organisation operates. Broad understanding of and contributes to setting the vision, mission and values of the organisation and the services provided. Models expected behaviours. Has an appreciation for and sound understanding of the mission and objectives of other relevant organisations and their inter-relationships and implications for the organisation. A broad understanding of the roles and relationships of related external agencies and organisations both government and private, corporate, national and international.	A thorough working knowledge of and application of the philosophy and rationale for human rights based approaches in the disability sector. Provides executive leadership in setting the vision, mission, values and strategic direction of the organisation. Models required behaviours and leads others in meeting organisational expectations. A sound understanding of the relevant industry key organisations and their functions. Thorough working knowledge of the impact of sector, national and global issues on the organisation's operations and/or functions.	A detailed working knowledge of and application of the philosophy and rationale for human rights based approaches in the disability sector. Provides senior executive leadership in setting and realising the vision, mission, values and strategic direction of the organisation. Detailed working knowledge of the organisation and its interrelationships. Detailed working knowledge of the industry and related organisations. Detailed knowledge of the impact of sector, national and global issues on the organisation across disciplines; e.g. operational conditions, financial issues, governments and regulations, economic conditions, social and cultural issues.
Leadership / Teamwork	Communicates the vision, purpose and desired culture of the organisation to guide staff. Is an active and consultative manager, anticipating and communicating change. Utilises resources to achieve organisational objectives and drives the direction and standard of work. Is responsible for the short to medium term (1–2 years) implementation of strategic solutions. Builds teams and develops staff to meet emerging organisational needs. Initiates programs/projects and ensures they are properly integrated and meet target delivery agreements. May lead a sizeable team of professional staff covering a diverse range of programs/projects. Also leads technical/administrative staff. Develops and/or applies policies and programs for achieving operational and/or corporate level functional effectiveness and performance. Meets expectations in contributing to senior management team performance and effectiveness, including contributing to cross-organisational goals. Assists senior management with strategic directions.	Translates and effectively communicates the purpose, vision and culture for the organisation or major parts of the organisation. Is an effective change manager. Manages a number of multi-discipline program/project groups of staff. Initiates programs/projects. Is responsible for the medium term (3–5 years) development, implementation and evaluation of strategic solutions. Provides overall program/project leadership on major projects. Manages relationships on key strategic issues. Interacts and influences effectively at all levels. Develops and/or applies policies and programs for effective operations – e.g. work systems, job design, recruiting, training, performance. Contributes to senior management team performance and effectiveness, working collaboratively with other senior managers to ensure cross-organisational goals are set and implemented.	Communicates a compelling organisation purpose, vision and work culture that generates excitement, enthusiasm and commitment. Is versatile and can adapt personal leadership style. Leads and manages strategic change processes and in a constantly shifting organisation and economic and political environment. Is responsible for the long-term (5–7 years) development, implementation and evaluation of strategic solutions. Initiates and/or provides overall program/project leadership on major long-term programs/projects involving a number of multi-discipline groups of staff. Manages and influences internal/external senior relationships on key strategic issues. Interacts effectively at all levels on strategic issues. Develops and manages policies and programs for organisational and operational effectiveness and/or is a key contributor to senior management team performance and effectiveness with an emphasis on change management and driving major long-term initiatives.
Communication	Communicates persuasively at all levels with staff, volunteers, customers and related stakeholders/groups and organisations both within and outside the organisation. Works with relevant parties/bodies to manage relationships constructively and consistently, exercising mature judgement to achieve balanced outcomes. Well developed writing skills, understands multiple audiences and communicates relevantly. Confident presenter to a wide range of audiences. Extensive network of contacts across all relevant issues.	Establishes and maintains the relationships necessary to achieve strategic outcomes. Communicates well to broad communities. Highly effective interpersonal skills at all levels of the organisation and externally. Highly developed public speaking and public relations skills. Understands who needs to be consulted and why. Negotiates internally and externally. Negotiates matters of strategic importance to the organisation; understands the importance of managing difficult/critical relationships effectively.	Establishes the relationship framework. Works with top levels of relevant parties/bodies to manage relationships constructively and consistently, exercising mature judgement to achieve balanced outcomes. A mature and skilled communicator. Able to communicate with confidence in all mediums and at all levels within the organisation, to the disability sector, government broadly, politicians and media, nationally. Is a confident public speaker. Has strong public relations skills and wide experience. Strong negotiator internally and externally to meet organisational objectives. Negotiates critical matters of strategic importance.
Customer Relationships	Broad understanding of the needs and expectations of customers and key customer relationships. Understands what needs to be delivered and how, managing expectations to effectively utilise available resources. Demonstrates commitment to customer service philosophy and models in own behaviour. Resolves complex and sensitive issues, is the escalation point for key customer relationship issues within the scope of the program/project.	Drives and models customer service philosophy and systematic behaviours. Implements systems and processes to lift and/or re-align key or strategic customer relationships. Understands the broad issues of meeting stakeholder and community expectations, competing interests, and funding pressures.	Implements the system to drive the customer service philosophy and systematic behaviours across the organisation. Able to alter and design organisation wide practices in customer relationship management. Is able to work effectively towards meeting broad customer expectations within available resources, competing interests, and community pressures.
Personal Accountability	Sets measurable objectives for self and team. Structures work and work methods and monitors performance to meet organisation needs and deliver balanced outcomes. Reviews the feasibility of major programs/projects. Manages major changes in strategy, policies, practices, taking account of organisational impact and risk. Develops and/or reviews policies and practices. In conjunction with relevant professional groups and external bodies, establishes the operational framework or management direction to support program/project key result areas.	Implements measurable objectives and plans for self and the team to meet organisation operational objectives. Regularly reviews and monitors performance. Ensures the strategic alignment of practices, methods and procedures with other relevant organisational policies. Advises on relevant standards issues at all management levels across a program/project and/or relevant corporate function. Balances risks and the compatibility of solutions with legislation, financial and other organisational constraints. Manages multiple demands. Exercises sound evidence-based judgement.	Develops and implements detailed strategies for the organisation's operational effectiveness. Maintains high standards for own performance and effectiveness. Monitors and manages organisation performance and makes required improvements in organisation structure or processes. Ensures the strategic alignment of strategies, systems, policies and procedures, standards at all management levels across the organisation and/or relevant multi-discipline strategic programs/projects/functions. Assesses risks – services, operations, political, community expectations, media response – and determines impacts on the organisation.
Innovation	Applies innovative and strategic thinking to the organisation's plans and/or operational problems and opportunities. Plays a key role in defining issues/problems/opportunities, unravelling complexity, challenging the status quo and exploring alternatives. Ensures the strategic compatibility of solutions. Establishes team processes and environments to encourage innovative work. Sets continuous improvement and quality goals over a 1-2 year timeframe. Coordinates and/or monitors implementation of plans for multi area programs/projects in pursuit of business and quality outcomes.	Able to think innovatively and strategically on program/project and organisation-wide issues. Identifies where and how problems can be solved. Works to reach implementable solutions, challenging existing approaches where necessary. Establishes innovative approaches in the program/project. Works to improve quality through the implementation of management improvement systems and processes. Encourages others to think and act creatively. Understands and interrelates factors across a number of services. Develops alternative scenarios and actions to meet multiple objectives up to 3-5 years into the future, and/or resolves multiple challenges. Understands the underlying issues, identifies commonalities and differences and reconciles conflicting priorities and objectives.	Applies innovative and strategic thinking to organisation and sector-wide issues. Critically identifies where and how problems can be solved, moves across thinking and organisational boundaries to reach solutions. Influences and challenges organisational culture in relation to innovation and quality improvement. Has capacity to regularly and creatively model alternative scenarios and generate plans and actions. Perceives the total picture and understands the impact of each significant component in respect to known objectives and likely challenges that may extend up to 5-7 years into the future.
Experience / Qualifications	Broad industry level understanding. Relates strategic issues to industry understanding. Postgraduate training in management. Personal professional credibility beyond the organisation.	A source of knowledge in a major area of expertise and/or multi-disciplinary understanding. Demonstrates strategic analytical and executive management skills.	Demonstrates superior capacity to deal with executive complexity across disciplines. Demonstrates high level executive competence.

The Framework columns build on the previous column, and the higher job levels encompass the requirements of job levels to the left.

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Functional Requirements	Level 12	Level 13	Level 14
Dimensions / Scope / Complexity	A senior manager or CEO of a service provider organisation comprising one or more locations providing a range of complex services. Typically Revenue/Expenditure between \$1.1 mill. - \$2.3 mill. Typically FTE staff numbers 10 – 20+ plus volunteers. Or A function manager leading one or more significant functions within a larger service provider.	An executive manager or CEO, directing the deployment of resources in a larger service provider organisation operating across multiple locations delivering a variety of multi-discipline complex services. Typically Revenue/Expenditure between \$2.3 mill. - \$5.25 mill. Typically FTE staff numbers 20 – 50+ plus volunteers. Or An executive manager of a variety of significant multi-discipline complex functions.	An executive manager or CEO, directing the deployment of resources in a complex or large service provider organisation across multiple locations delivering a variety of multi-discipline complex services. Typically Revenue/Expenditure between \$5.25 mill+. Typically FTE staff numbers 50+ plus volunteers. Or An executive manager of a variety of significant multi-discipline complex or large functions.
Board Relationships & Governance	Maintains effective relationships with the Board as appropriate to the role. Provides strategic and operational advice on the organisation and secures the required support and authority. Uses knowledge of and complies with relevant governance requirements including legislation and organisational policies applicable to programs/services and/or area of responsibility. May advise the CEO and/or Board on governance and compliance matters.	Maintains strong and effective relationships with the Board. Provides strategic and operational advice on the changing role of the organisation and secures the required support and authority for the organisation to play its designed role. Uses knowledge and complies with governance requirements including relevant legislation and organisational policies and procedural guidelines applicable to service delivery and/or area of responsibility. An advisor to the CEO and/or Board on compliance matters.	Maintains strong and effective relationships with the Board. May work with Board members to access a range of external expertise. Provides strategic and operational advice on the changing role of the organisation and secures the required support and authority for the organisation to play its designed role. Applies strong governance knowledge and advises and supports on relevant governance requirements. Advises and supports the CEO and/or Board on compliance matters.
Key Stakeholder Relationships	Understands stakeholders/groups and related organisations in the community. Has an appropriate and extensive network. Influences and engages with relevant stakeholders and supporters. Ensures the building and maintaining of positive relationships within the community and organisation image. Understands the organisation's more strategic stakeholder relationships and the importance of these.	Understands strategically important stakeholder relationships. Leads engagement with and the building and maintaining of positive relationships and organisation image with stakeholders and relevant organisations, the local community, government departments, commercial entities and other community service organisations. Has an extensive network across strategically important organisations.	Leads the engagement in critical stakeholder relationships. Leads development and maintenance of organisation image and reputation and influences the local community, government departments, commercial entities and other community service organisations. Has an extensive network across strategically critical organisations.
Strategic and Operational Planning	Develops strategic and operational plans for the organisation or for a significant function within the organisation. Plans are aligned with the organisation's vision and direction and are linked to annual operating/budget plans and cycles. Provides input into contingency planning. Works collaboratively with other managers and relevant staff in the planning process. Ensures plans provide the framework within which the organisation/function must operate including the service, financial and cultural context.	Develops strategic plans to take account of uncertainties in the business environment. Plans are designed to achieve organisational objectives and cover multiple, diverse disciplines and/or relate to significant complex functions. Establishes operational plans that encompass the proposed service context and annual budgeting cycles. Collaborates effectively with other senior managers in the development of plans. Engages staff appropriately in the process. Ensures plans are reviewed on an annual basis.	Develops organisational level strategic plans. Plans are designed to strategically position the organisation or complex functions and address uncertainties in the business environment. The planning process includes the identification of significant service opportunities whilst ensuring the meeting of ongoing service and financial objectives. Plans encompass long term corporate strategic frameworks. Facilitates the engagement of other managers in the process. Ensures that effective operational planning processes and plans are also in place for programs and work areas. Develops specific business plans to meet complex and/or critical operational and financial objectives.
Commercial Risk Management	Balances risks and the compatibility of solutions with legislation, financial and other business constraints. Understands and determines the business impact of decisions, on the function or organisation and other parties, utilising a developed knowledge of the sector context. Has a developed knowledge of business and commercial activities. Understands the tension between financial and social purposes. Assesses risks and establishes risk controls in work areas. Conducts periodic review of activities to ensure work is compliant with risk objectives. Communicates the impact of identified risks and recommends corrective action. Ensures managers operate within the organisation's risk framework and comply with internal policies and procedural guidelines and can read, understand, interpret and identify risks in contracts and escalate appropriately. Ensures all reporting requirements are met and operational controls are in place to enable review of ongoing contract performance. Establishes policies and systems to enable effective contracts management.	Assesses risks – business, political, community expectations, media response – for organisation impact. Understands and determines the strategic level business and commercial impact of decisions, on the organisation and other parties, utilising a comprehensive knowledge of the sector context. Comprehensive knowledge of business and commercial activities. Confidently manages the tension between financial and social purposes. Conducts strategic evaluations of controls. Monitors changes in legislation and public policy that have strategic impact on the organisation. Ensures necessary action is taken and reflected in guidelines and other organisational processes and systems pertinent to programs/services and/or area of responsibility. Ensures that managers operate within the organisation's risk framework and comply with internal policies, procedural guidelines and guidance. Ensures contracts preparation, submission and management is consistent with organisation and sector context and contract management processes are effectively developed, implemented, monitored and reviewed.	Recognises changing community, organisation, and commercial issues and adapts the organisation and process accordingly. Integrates complex commercial thinking to address threats and opportunities and builds comprehensive strategic solutions. Effectively deals with strategic ambiguity particularly in relation to boundary issues involving conflicting business, financial and social objectives. Establishes or contributes to strategic risk management frameworks in the organisation. Ensures the identification of changes in legislation and policy and takes necessary action to ensure that these are reflected. Demonstrates a strong understanding of the risk profile and legal framework of the organisation and ensures that management can demonstrate knowledge and compliance. Contributes to risk mitigation and management strategies pertaining to the organisation. Engages external advisors appropriately. Is the key strategic risk adviser to the Board. Manages strategic contracts, typically involving very large programs or with innovative requirements. Ensures managers understand obligations, interpret and identify risks in contracts.
People Management	For a diverse range of programs/projects or functional area, ensures that people management activities are consistent with organisation policy, values and annual plans. Ensures recruitment, performance management, professional supervision and learning and development processes are in place and reflect team and organisation priorities. Builds team capacity and motivates team members. Provides regular feedback. Recognises and rewards performance. Ensures team managers are developed. Ensures the early resolution, and/or appropriate escalation, of staff conflict or grievances. Meets organisation human resources policy, procedural and reporting requirements.	In the management of overall programs/projects or functional areas, ensures that people management activities are consistent with organisation policy, values and annual plans. Builds diverse and high performing teams; encourages development and learning. Implements workforce planning and talent management strategies that reflect priorities. Contributes to developing human resources systems for the organisation. Ensures staff conflict/grievances systems are in place. Ensures all human resources requirements are met.	In directing the deployment of resources across a complex or large organisation, programs/projects and/or multi-discipline groups, ensures that people management activities are aligned with organisation strategy, values and plans. Is an effective leader, building capacity across the team to support organisation direction. Sets the standard for staff management practices within the work areas. Leads workforce planning and talent management approaches. Contributes to establishing and maintaining the human resources policy, procedural and reporting requirements for the organisation.
Financial Management	Understands the totality of projects or programs/services undertaken within the organisation. Monitors the outcomes and cost effectiveness of similar projects or programs/services undertaken by other organisations. Negotiates and/or approves the allocation of resources. Assumes responsibility for the efficient and effective utilisation of resources on major programs. Accountable for achieving objectives on time and within budget.	Ensures the totality of organisational context is reflected in financial management processes and outcomes. Reviews and advises on organisation and financial management. Leads the review of financial plans and budgets. As appropriate, ensures all statutory accounting and reporting requirements are met. Operational controls are in place to enable review of ongoing performance.	Ensures organisation and financial management is consistent with organisation context and is effectively developed, implemented, monitored and reviewed. Ensures that financial forecasts are consistent with long term and annual plans. Ensures annual budgets reflect priorities. As appropriate, ensures all organisation level statutory accounting and reporting requirements are met. Operational controls are in place to enable review of ongoing organisation performance.

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