



Government of Western Australia
North Metropolitan Health Service

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NMHS Leadership Development Program

A Guide for Managers and Prospective Participants



Presented by

Learning and Development, Workforce

North Metropolitan Health Service

RTO 50379

Program Introduction

A key NMHS strategic objective is to provide learning and development opportunities for emerging leaders. In 2008, the NMHS Leadership Development Program was launched to provide a leadership development pathway. In 2020, the program now consists of three key elements:

- The Diploma of Leadership and Management (a nationally-recognised qualification designed and developed specifically for NMHS emerging leaders)
- The NMHS Manager Toolkit
- The NMHS Workforce Coaching Strategy.

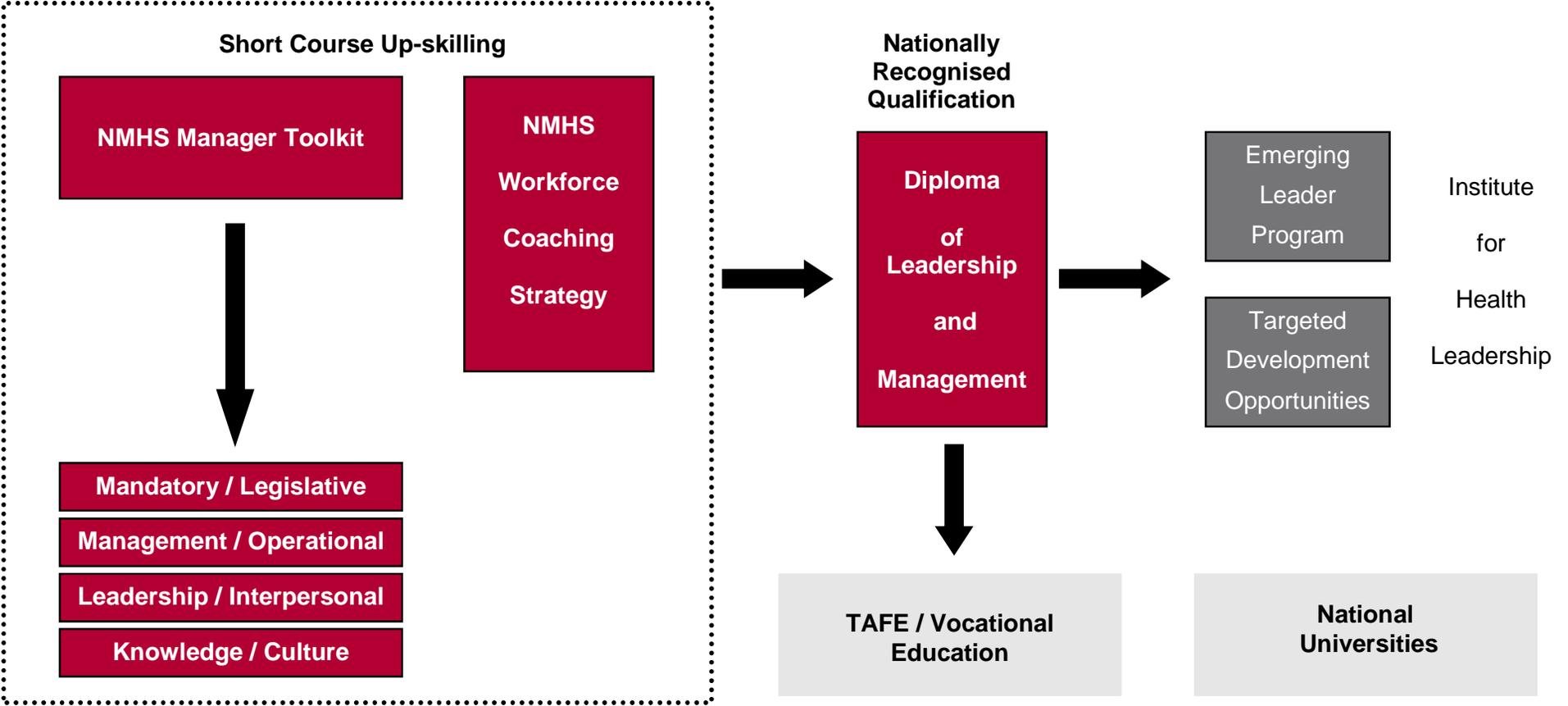
NMHS places great importance on the development of emerging leaders. This program provides the opportunities and experiences to enable people to enhance leadership knowledge and skills. This, in turn, strengthens the organisation's leadership and succession planning capacity.

Advantages with the NMHS Leadership Development Program include:

- Enhancing leadership capabilities of our staff
- Networking opportunities across NMHS and WA Health
- Staff retention / satisfaction
- Capacity to influence culture of emerging leaders with NMHS priorities
- Courses with business relevance via local subject matter experts
- Assessment and project activities linked to business objectives / outcomes
- Availability of quality training for significant numbers of staff (economy of scale)
- Equity of opportunity
- Potential for talent identification.

The sponsorship of staff in this program involves a commitment from their business unit (further details in the next section). Leadership development is a key NMHS objective, and as outlined above, opportunities exist to enhance organisational capacity with a successful Leadership Development Program.

NMHS Leadership Development Pathway



Leadership Development Program NMHS

NMHS Manager Toolkit



Leadership and management development capacity is vital to support excellent clinical, technical and administration skills. The NMHS Manager Toolkit presents a collection of currently available development options for NMHS staff, including face-to-face and online resources.

The Manager Toolkit outlines the available training options by category:

- Mandatory / Legislative
- Management / Operational
- Leadership / Interpersonal
- Knowledge / Culture.

For more information visit

<https://nmhs-healthpoint.hdwa.health.wa.gov.au/workingatnmhs/EmployeeEngagement/Pages/MT.aspx>

All current and emerging NMHS managers and supervisors are encouraged to access the NMHS Manager Toolkit.

NMHS Workforce Coaching Strategy

The health sector is a dynamic and unpredictable workplace that requires a range of strategies to support its' workforce. One strategy that can be of assistance is coaching, which supports the transfer of learning in the workplace.

The NMHS Workforce Coaching Strategy was implemented in 2012. NMHS managers and supervisors are encouraged to become involved in this important development program.

Coaching typically occurs within the workplace and during everyday activities. It focuses on the learner being provided with advice, guidance and the opportunity to reflect on what is learned by experience to develop their capabilities.

Key advantages of coaching in the workplace include that it:

- Is targeted to meet individual needs and is more likely to produce immediate results
- Can be applied to tasks directly in the workplace
- Is potentially beneficial to both coach and learner
- Promotes mutual learning and development (a learning culture)
- Supports change management
- Emphasises that the organisation values the employee.

The NMHS Workforce Coaching Strategy is designed to support managers in identifying emerging NMHS leaders and supervisors to undertake leadership, learning and development opportunities in line with business requirements.

BSB51918 Diploma of Leadership and Management

Learning and Development, Workforce is a Registered Training Organisation (RTO) and offers a nationally-recognised qualification as part of this program, the Diploma of Leadership and Management. More than 250 participants have been involved in this program since its inception.

The Diploma of Leadership and Management is designed to deliver outcomes that enhance the business of the NMHS, while providing opportunities for individuals to develop expertise by undertaking a nationally recognised qualification. Participants are encouraged to participate enthusiastically in all learning activities, share knowledge and experiences, network, achieve assessment outcomes and translate these benefits to improve the workplace for colleagues, patients and the general community.

The program provides formal training integrated with work-based projects and development opportunities. Successful completion of a unit will require submission of all assessable items within the prescribed deadlines.

Units offered within the Diploma of Leadership and Management include:

- Undertake project work
- Manage people performance
- Manage budgets and financial plans
- Lead and manage team effectiveness
- Lead and manage effective workplace relationships
- Develop and use emotional intelligence
- Manage quality customer service
- Manage risk
- Manage operational planning
- Facilitate continuous improvement
- Support the recruitment, selection and Induction of staff
- Ensure a safe workplace

Further details of the Diploma of Leadership and Management are outlined below.

NMHS Leadership Development Program

Participants and Business Unit Commitment

The Diploma of Leadership and Management is a nationally recognised qualification, requiring assessment of competencies for each unit. Each course represents a significant commitment from both the individual and business unit perspective. Information contained below is intended for managers considering sponsoring staff for these programs.

Class Participation

Each course involves classroom training, and typically participants are expected to complete the entire course within a 2-3 year timeframe attending 14 study days in total.

Assessment

Assessment is achieved through various means including classroom activities, assignments and workplace projects. Participants are required to link assessment outcomes to the workplace.

To achieve the assessment outcomes of the course, participants need to be able to undertake:

- OSH inspections,
- Participation in recruitment processes;
- Staff performance development reviews;
- Projects related to the organisation's operational plan;
- Business risk assessment and continuity planning;
- Continuous improvement and customer service satisfaction reviews;

and have access to departmental financial records.

All self-study, reading, workbook and assignment / assessment activity outside the scope of the participant's normal work activities must be completed in the participant's own time. **Successful completion of a unit will require submission of all assessable items within the prescribed deadlines.**

Costs

For NMHS staff, there are no course fees. The course fee for employees outside of NMHS is \$2800 (\$200 per study day or completed RPL application). For external participants, this cost will be invoiced incrementally as the participant progresses.

Participant Progress

Participants are required to attend all classes and complete all assignments. Support from managers / supervisors is an important factor for participants to utilise the learning development opportunities.

The Leadership Development Program delivers outcomes that enhance the business of NMHS while providing opportunities for individuals to develop expertise in undertaking a nationally recognised qualification. To achieve these objectives, commitment and engagement is required from both the participant and the sponsoring business unit. This essential relationship is the basis upon which the manager sponsored process exists.

Manager-Sponsored Nomination

The objective of manager-sponsored nominations is to offer, as a first priority, leadership, learning and development opportunities for staff in line with business requirements. The program is open for manager-sponsored nominations **at any time**. Once a sponsored participant enters a course, enrolment for each unit occurs at the convenience of the business and individual (subject to availability).

BSB51915 Diploma of Leadership and Management - Course Dates 2020

Mandatory Units	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
BSBLDR511 (2 days) Develop and use emotional intelligence BSBWOR502 Lead and manage team effectiveness BSBLDR502 Lead and manage effective workplace relationships					12 18			18 24				
BSBMGT517 (1 day) Manage operational plan			4				9			6		
BSBPMG522 Undertake project work (2 days)				8 16			2 27					
BSBMGT516 (2 days) Facilitate continuous improvement BSBCUS501 Manage quality customer service			25 31				23 30	31	7			
BSBR501 (1 day) Manage risk		3		29						12		
BSBMGT502 (1.5 day) Manage people performance						22 29						
BSBFIM501 (2 days) Manage budgets and financial plans		10 17				8 16			23 30			
BSBWHS521 (1 day) Ensure a safe workplace for a work area		24									9	
BSBHRM405 (3 day) Support the recruitment, selection and induct staff BSBMGT502 Manage People Performance			16 17 30								19 24 30	
						22 + 29						

Course Overview

The Diploma of Leadership and Management is suited to individuals who lead and manage the work of others or add value to or review management practices. At this level work will normally be carried out within complex and diverse methods and procedures, which require the exercise of discretion and judgement, using a range of problem solving and decision making strategies.

The course is conducted over 14 days (spanning a 2-3 year timeframe), and significant focus areas within the Diploma of Leadership and Management include:

- Managing human, physical, time and financial resources to provide quality customer service
- Guiding teams towards successful achievement of organisational goals whilst managing risk
- Harnessing team synergy to continuously improve customer service, safety and business outcomes
- Fostering a culture of learning to facilitate career planning with professional development plans
- Linking career development to Business Plans and service delivery
- Applying issues and initiatives of strategic importance to NMHS
- Recognising existing and acquiring additional leadership and management competencies
- Utilising leadership skills and knowledge to foster team effectiveness and enhanced interpersonal and team relationships

Target Group / Prerequisites

It is envisaged that participants undertaking this course will hold (or be seeking to move into) first to mid-level positions with responsibilities for management / business and supervision and have had exposure to the concepts and ideas presented in the course units.

Possible job titles include:

Manager	Assistant Manager
Co-ordinator	Supervisor
Administrative Assistant	L2 Nurse/Midwife and above
Team Leader	or staff with similar job roles

In addition to a role with some business, management and supervisory responsibilities participants in the Diploma of Leadership and Management are required to have:

- Computer literacy, for example, ability to create documents, tables and presentations and manage a file system
- Access to the Internet
- Some authority to delegate tasks to a team
- Opportunity for conducting Performance Development.

Mandatory Units	
Unit Code	Units of Competency
BSBLDR511	<p>Leadership Units</p> <p>Develop and use emotional intelligence Identify the impact of own emotions on others in the workplace Recognise and appreciate the emotional strengths and weaknesses of others Promote the development of emotional intelligence in others Utilise emotional intelligence to maximise team outcomes</p>
BSBWOR502	<p>Lead and manage team effectiveness Establish team performance plan Develop and facilitate team cohesion Facilitate teamwork Liaise with stakeholders</p>
BSBLDR502	<p>Lead and manage effective workplace relationships Manage ideas and information Establish systems to develop trust and confidence Manage the development and maintenance of networks and relationships Manage difficulties to achieve positive outcomes</p>
BSBCUS501	<p>Manage quality customer service Plan to meet internal and external customer requirements Ensure delivery of quality products and/or services Monitor, adjust and review customer service</p>
BSBMGT516	<p>Facilitate continuous improvement Implement continuous improvement systems and processes Monitor and review performance Provide opportunities for further improvement</p>
BSBMGT502	<p>Manage people performance Allocate work Assess performance Provide feedback Manage follow-up</p>
BSBRISK501	<p>Manage risk Establish risk context Identify risks Analyse risks Select and implement treatments</p>
BSBWHS521	<p>Ensure a safe workplace for a work area Establish and maintain an WHS management system Establish and maintain effective and compliant participation arrangements for managing WHS Establish and maintain procedures for identifying hazards, and assessing and controlling risks Evaluate and maintain a WHS management system</p>

BSBFIM501	Manage budgets and financial plans Plan financial management approaches Implement financial management approaches Monitor and control finances Review and evaluate financial management processes
BSBMGT517	Manage operational plan Develop operational plan Plan and manage resource acquisition Monitor and review operational performance
BSBPMG522	Undertake project work Define project Develop project plan Administer and monitor project Finalise project Review project
BSBHRM405	Support the recruitment, selection and induction of staff Plan for recruitment Plan for selection Support selection process Induct successful candidate

To complete the Diploma of Leadership and Management, 12 mandatory units must be completed.

Total cost for the qualification is approximately \$2800

NMHS staff – no cost

For further enquiries contact

Course Information

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To enrol contact

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