Where are we?
As part of our CHHHS leadership strategy, the Executive and People and Culture team are sponsoring the adoption of a framework to encourage and nurture the development of our leaders. We want to progressively raise leadership capability across the health service. To achieve this in CHHHS we need to engage all staff to define what good leadership looks like for us.

The Leadership Pipeline is an evidence-based leadership framework that defines the layers of leadership in an organisation. Leadership exists at every level in an organisation, not just at the top. It’s the focus of leadership which changes at each level. Sometimes, what makes you successful at one layer won’t necessarily make you successful at another. We intend to define these levels, so our leaders know what’s expected of them and how they can be successful in their roles.

For this to be meaningful, our Leadership Pipeline needs to directly reflect the work of our organisation and the decisions that successful leaders make on a daily basis. It also needs to be developed by our staff so that it’s expressed in a language that makes sense and it needs to be owned by each and every one of you.

What is the Leadership Pipeline?

The Leadership Pipeline will help us to take the next step and clarify the horizontal division of leadership work – by defining our leadership layers.

This approach will help us to:
- Identify the different layers of leadership;
- Define what successful leadership looks like at each layer;
- Provide clarity, consistency and transparency around leadership expectations;
- Provide the right support for development to continue to increase our performance; and
- Create succession pathways so that people can move through the layers of the organisation.

What will this achieve?

The Leadership Pipeline will create greater clarity about how leaders in our organisation can succeed, increase consistency in performance expectations between leaders and teams, ensure development is linked to performance and support us to promote and hire the right people for the right roles.

The layers of leadership

This kind of clarity is essential in order for us to consistently grow, develop our people and continually lift performance of our HHS.

Our key priorities

Our key priorities to be addressed through this approach are:
- Set clarity — through the Leadership Pipeline
- Create accountability — through performance standards
- Build capability — through succession coaching
- Drive performance — through performance conversations

What do we need from you?

The process of developing a Leadership Pipeline is a collaborative one, and will benefit from your involvement through:

1. Continuing to see leadership as a central part of your role
2. Providing feedback during workshops and forums if you see ways that we can continue to improve
3. Engaging with us in a new, evidence-based way of managing performance and career development

Look out for updates on our Leadership Pipeline implementation from the Learning and Development team.
# CHHHS Leadership Pipeline Map

## Embracing a healthier future

<table>
<thead>
<tr>
<th>CHHHS Layer</th>
<th>Leadership focus</th>
<th>Example of roles at each layer</th>
<th>Focus</th>
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</thead>
</table>
| BOARD       | Sustainability and future-proofing | Example role: CHHHS Board | • Setting strategic direction for those groups of services in line with the Health Service strategy  
• Ensuring long-term sustainability  
• Responsible for ensuring governance framework is in place  
• Making the decision to enter or exit certain services  
• Strategically engaging with the broader community  
• Coordinating between the government and Health Service to ensure legislative responsibilities are met |
| CE          | Leading business strategy | Example role: CHHHS Chief Executive | • Managing the competing tension for resources between each executive portfolio  
• Moving talent/leaders between services – looking at the greater good  
• Implement strategy set by the board  
• Managing strategic risk for the Health Service  
• Strategically oversee the workforce |
| EXECUTIVE DIRECTORS | Service integration | Example roles: Executive Directors and Chief Officers | • Managing a group of diverse services that all run independently  
• Managing an entire service within the broader Health Service  
• Developing service strategies  
• Engaging functional leaders and approving budgets, recommendations, and plans  
• Professional governance  
• Ensuring portfolio has resources to deliver its services  
• Developing service strategies aligned to HHS strategy  
• Responsibility for workforce development, training, and registration |
| SENIOR LEADERS | Functional excellence | Example roles: Division Directors | • Managing a function/division or specialty within a service  
• Maintaining and improving service delivery  
• Leading or working with various teams to achieve a collective result  
• Developing budgets and approving expenditure  
• Setting divisional KPIs  
• Managing multiple services within a division |
| MANAGER OF MANAGERS | Performance and effectiveness | Example roles: Directors of Nursing, Nursing Directors, Directors, Clinical Directors | • Leading a team that has team leaders and team members within it  
• Supporting and coaching frontline leaders to lead their team members  
• Managing allocation of resources between teams  
• Managing risk at a local level  
• Managing allocation of resources  
• Ensuring resources are available, trained, and accredited |
| MANAGER OF OTHERS | Enabling productivity | Example roles: NUMs, Registrars, Assistant Managers, Team Leaders | • Directing the work of others  
• Coaching a small team of people  
• Coordinating team activities  
• Ensuring team, as a whole, meet their KPIs and team performance targets |
| INDIVIDUAL CONTRIBUTOR | Service delivery | Example roles: CNC, HP4, HP3, RNs, CNs, Operational positions, Administration positions | • Personal productivity  
• Personal performance targets  
• Influencing others or assigning tasks but not leadership activities such as coaching, mentoring and developing  
• Personal and professional development  
• Operate within the boundaries of their role description |