



Scenarios for Stage 1 – Direct Appointment

Frontline Leadership Model

26 October 2023



Broad overview

Overarching principles behind the recruitment process:

- Development of a fair and transparent process to map existing DOMs to new roles
- Development of a merit-based recruitment process to ensure the best candidates are appointed to promotional positions
- Incorporate clinical specialisation as desirable experience in the recruitment process, to support the provision of high-quality clinical leadership and supervision to frontline staff

Summary of the process:

Stage 1: Direct Appointment

- Substantive DOMs map to GM or SCM positions

Stage 2: Mobility

- GMs and SCMs given opportunity to change Zones

Stage 3: Promotion

- Assessment Centre for remaining GM and SCM vacancies, and all CM positions

Stage 4: Clinical Team Leaders

- Assessment Centre for new Clinical Team Leader positions



Key Points for Stage 1

- All substantive DOMs will be mapped to either a GM or SCM position based on preferences
- Substantive DOMs have been assigned against a location according to information in Stafflink which has been cross-checked with Sectors
- The appointment process is a transparent process to map staff to their new roles
- GMs will be appointed to a *Zone*, but delegated a group of stations to manage
- DOMs will get priority within their group of stations for a GM or SCM position, then priority within their Zone prior to mobility
- The first preference for a group from outside the group will be equal in priority to a second preference within a group



NSW Ambulance

Key Points for Stage 1

Please note:

- The stations in these scenarios are used for demonstration purposes to clarify the mapping process for Stage 1
- Candidates will be advised of their substantive locations they have been mapped against prior to the appointment process commencing
- Should you have any questions, please reach out to the project team



Scenarios (Stage 1)

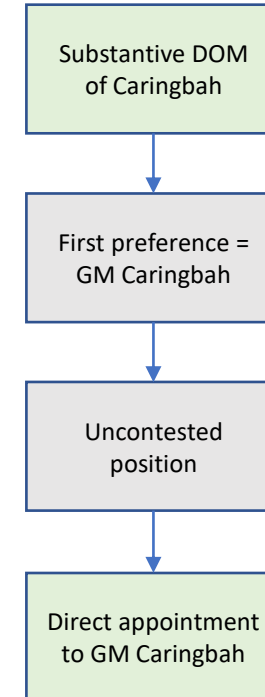
Scenario One

Tom is the DOM of Caringbah Station. Caringbah is the only station in Group 1.

Tom preferences GM of Group 1 in South East Sydney as his first preference.

This is an uncontested position.

Tom maps directly to GM of Group 1 in South East Sydney.





Scenarios (Stage 1)

Scenario Two

Alan is the DOM of Menai Station.

Samantha is the DOM of Engadine and Bundeena Station.

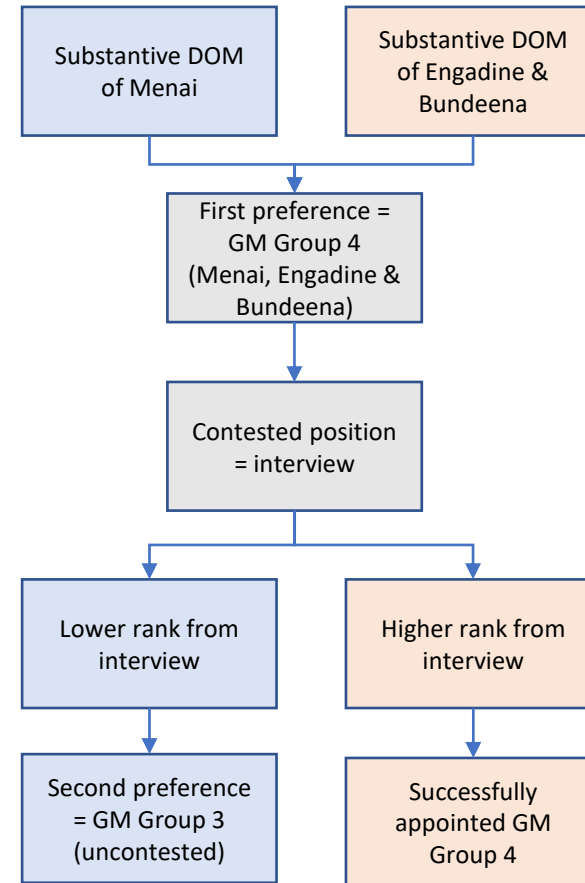
Menai, Engadine and Bundeena are grouped together under Group 4 in Sydney Zone.

Alan and Samantha both preference GM of Group 4 as their first preference.

This is a contested position.

Both candidates progress to interview and Samantha ranks higher so is mapped to GM of Group 4.

Alan's second preference is GM of Mascot and Maroubra as Group 5. No one else has placed Group 5 as their first or second preference. Alan maps directly to GM of Group 5.





Scenarios (Stage 1)

Scenario Three

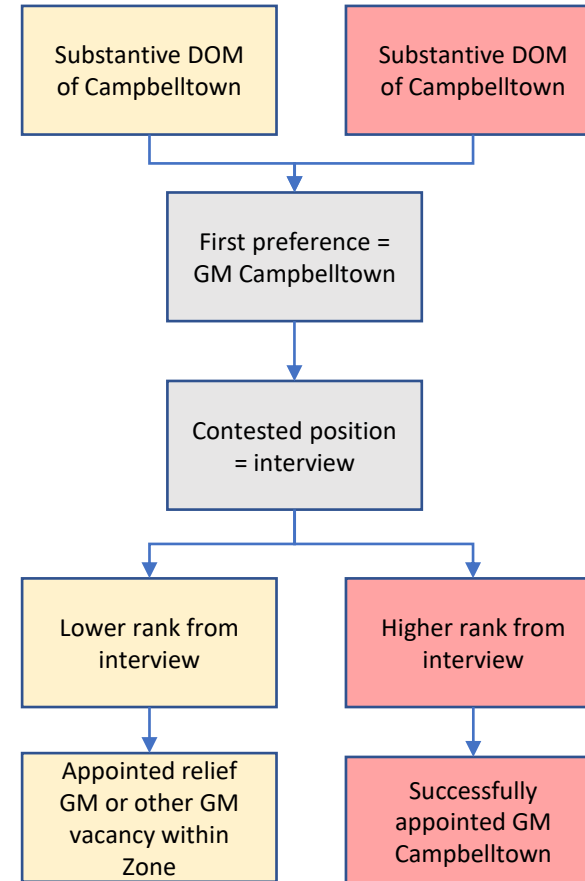
Jane and Terry are the DOMs of Campbelltown Station. They both preference GM of this Group.

This is a contested position.

Both candidates go to interview, with Terry scoring higher. Terry is mapped to GM of this Group.

If all other Groups within the Zone have been filled, Jane is mapped to a relief Group Manager in her Zone.

If there is a vacant Group within the Zone that Jane has preferred, she would be mapped to this Group.





Scenarios (Stage 1)

Scenario Four

Kirsty and Samuel are the substantive DOMs at Artarmon.

They both place GM Artarmon as their first preference.

This is a contested position.

Both candidates go to interview, with Kirsty scoring higher. Kirsty is mapped as the GM of this Group.

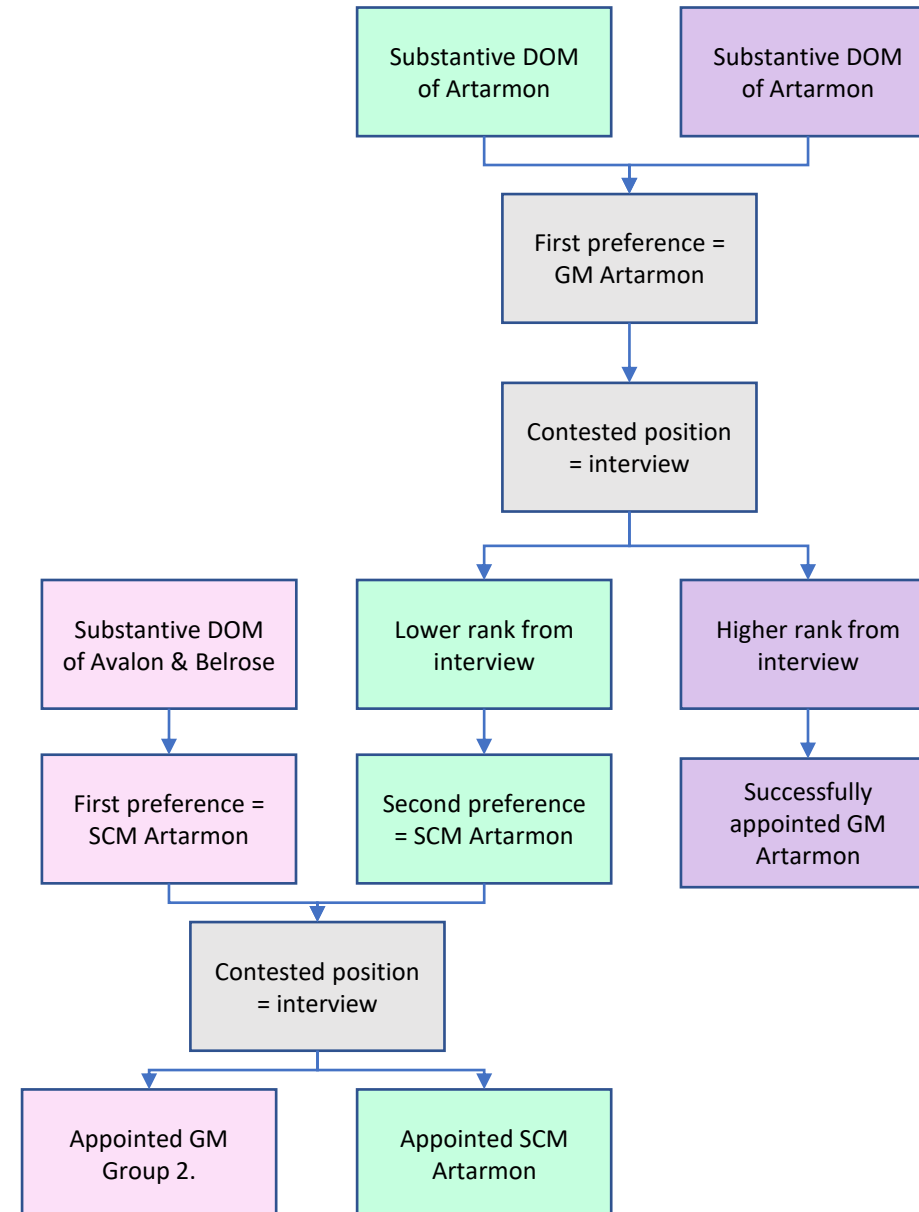
Samuel has placed SCM Artarmon as his second preference. Liam, the substantive DOM of Avalon and Belrose, placed SCM Artarmon as his first preference.

This is considered a contested position because Samuel's second preference from *within* a group are equal in value to Liam's first preference from *outside* a group.

Samuel's previous interview results will be used, and Liam will be invited to interview.

Samuel ranks higher in interview and is mapped as SCM of Artarmon.

Liam is mapped to his second preference of GM Group 2.





Scenarios (Stage 1)

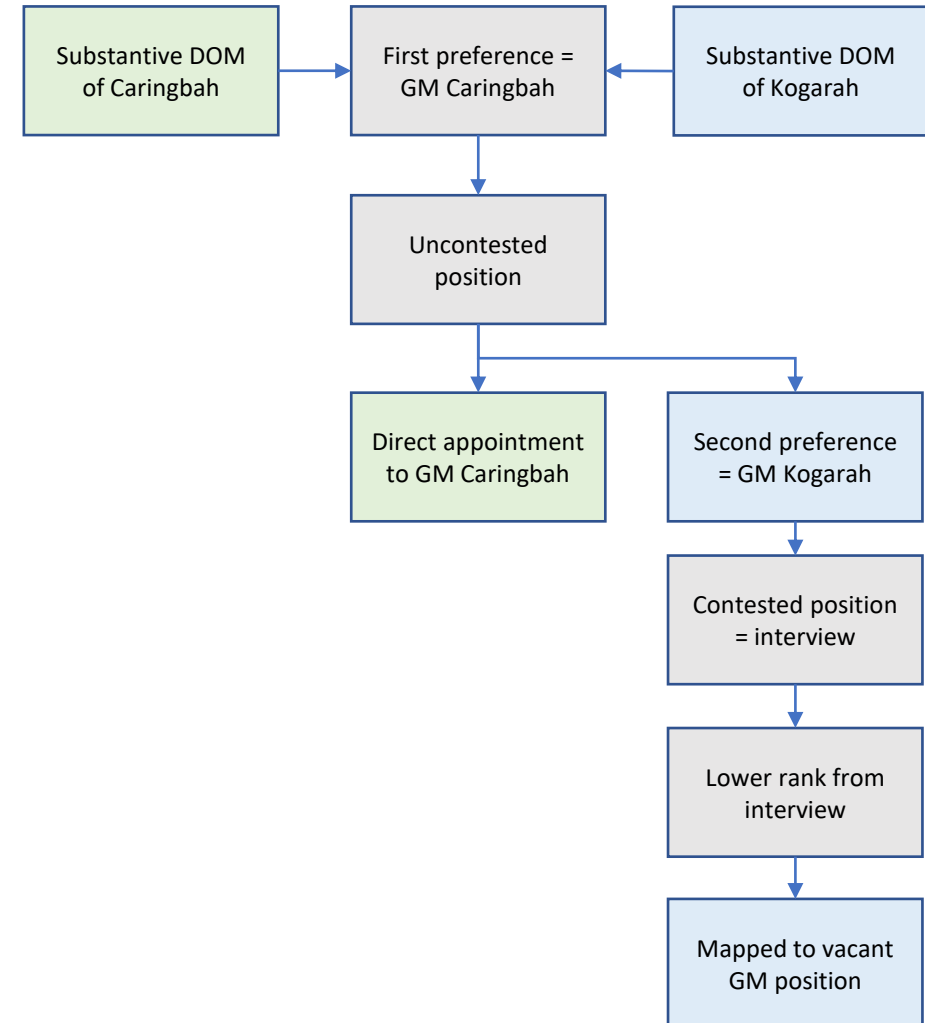
Scenario Five

Jessica is a DOM at Kogarah. She preferences GM Group 1 (Caringbah). Tom also preferred GM Group 1 (Caringbah).

As Jessica is not from *within* that group of stations for her first preference, this is not a contested position and Tom will be mapped as GM of this Group.

Jessica's second preference is GM Kogarah. This is a contested position because Jessica's second preference from *within* a group is equal in value to others from *within* the group. She is invited to interview against the other DOMs who placed GM Kogarah as their first or second preference.

Jessica is unsuccessful in her interview for this position, so she is mapped to any other GM vacancy within her Zone.





Scenarios (Stage 1)

Scenario Six

Substantive DOMs at locations receiving an SCM will be given priority in mapping to these roles, followed by candidates from within the Zone, before becoming available to others. This mirrors the approach for alignment of DOMs to GM positions.

Mary and Shannon are substantive DOMs at the SAC and Paddington in Sydney Zone, and Alan is the DOM at Menai in Sydney South East Zone.

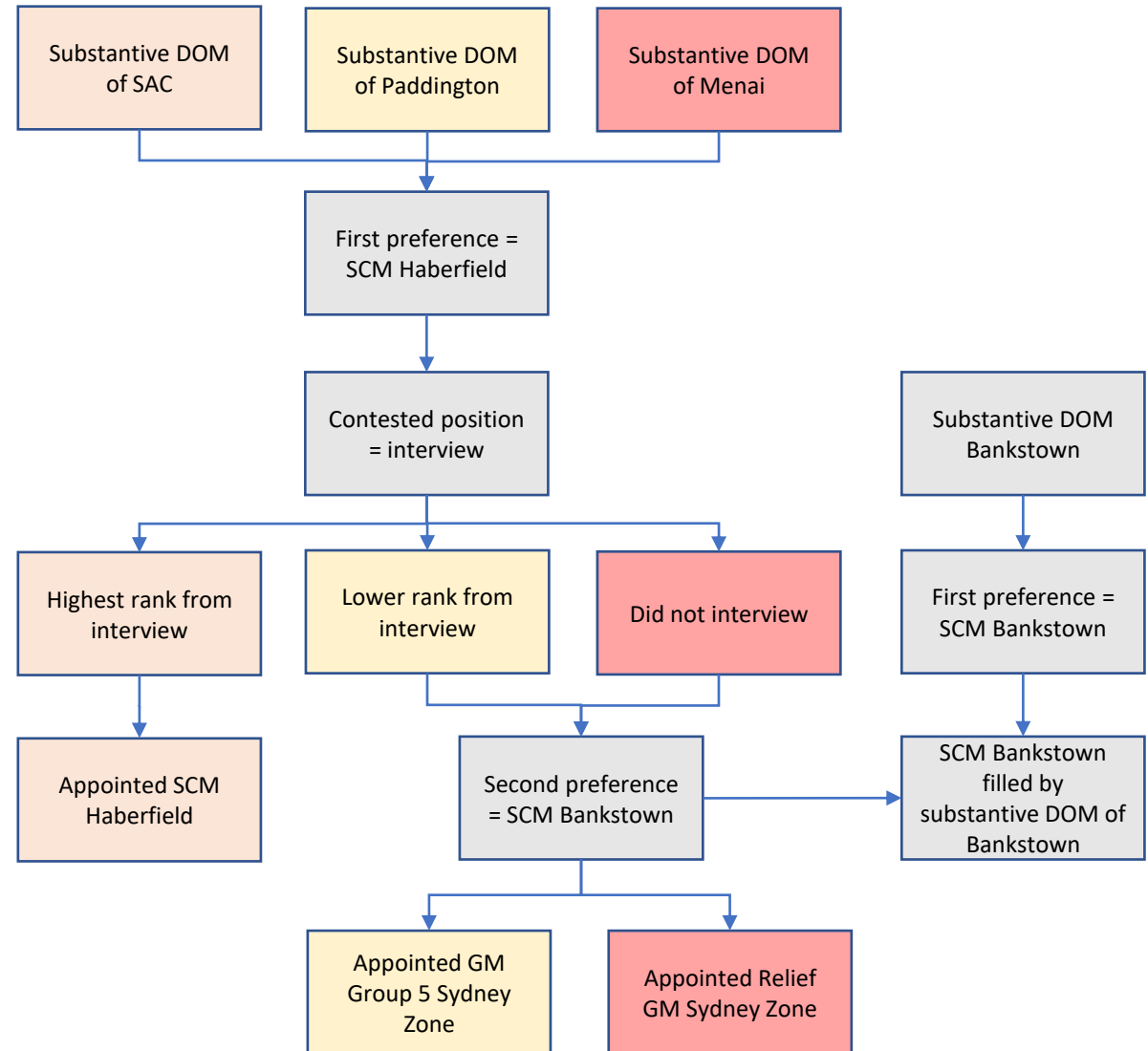
Mary, Shannon and Alan all preference Haberfield SCM first. None of the current DOMs at Haberfield preferenced the SCM position.

Mary and Shannon go to interview because they are from within Sydney Zone. Mary is successful and appointed the SCM of Haberfield. Alan was not invited to interview.

John is one of the substantive DOMs at Bankstown. John preferences Bankstown SCM as his first preference.

Shannon and Alan have both preferenced Bankstown SCM as their second preference. As John is the only candidate from within that group of stations who preferenced the SCM position first, he is appointed to this role.

Shannon is then mapped to the available vacancy as the GM of Group 5 in Sydney Zone, and Alan is mapped to the relief GM position in Sydney.





Scenarios (Stage 1)

Scenario Seven

There are 8 substantive DOMs in Sydney Zone who all preference their current location GM positions.

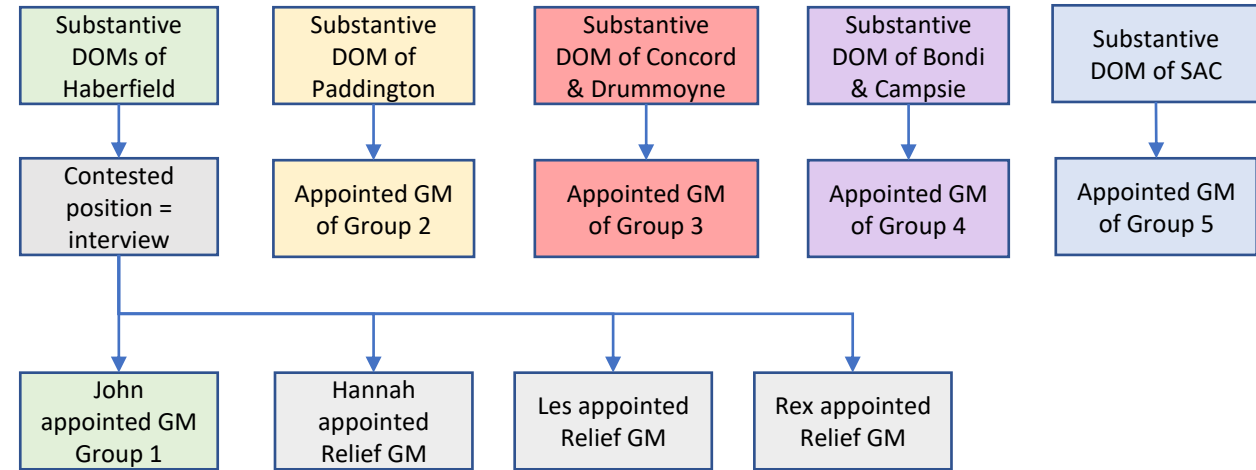
The DOMs of groups 2, 3, 4 and 5 all directly map across to their GM positions as they are uncontested.

The substantive DOMs of Haberfield – John, Hannah, Les and Rex – all go to interview, with John successfully appointed as the GM of Group 1. Hannah, Les and Rex do not want to map to SCM positions, and therefore are mapped to 3 relief GM positions within Sydney Zone.

One of these relief positions is a legacy position, which will cease to exist once one person leaves due to natural attrition, retirement, promotion or a voluntary at-level transfer occurs.

Stage 2 will provide all GMs and SCMs appointed through Stage 1 the opportunity to move Zones or accept other vacancies within their Zone if they wish.

If the SCM vacancies are not filled through this process, this will be open to staff for promotion in Stage 3.





Scenarios (Stage 2)

Scenario Eight

All positions have been appointed in Stage 1.

There are a total of 26* vacancies across the state identified. These are sent out to all candidates.

Candidates will then be invited to fill in another EOI form for the vacancies.

Terry, who was successful in his bid as GM of Campbelltown, has elected to preference the vacant position of GM of Group 1, CWZ1 as he wants to move to a regional area. Tom, GM of Caringbah, also preferences Group 1 CWZ1.

Terry may elect to keep his interview results or re-interview. Tom is invited to interview. Terry is successful and is appointed GM of Group 1 CWZ1. Tom retains his position as GM of Caringbah.

Campbelltown is now vacant. Jane, who previously contested this position, is now offered the vacancy. Jane accepts this. The relief GM position is now vacant, which will be advertised for statewide promotion.

**26 is used for indicative purposes and may not represent the true number of vacancies that will exist following Stage 1.*

