# HARDYGROUP (HG) PERFORMANCE PROFILE

Executive Director Public Sector Search & Recruitment Australia

2025

# 1. Company Values

Established in 1989 HardyGroup (HG) is a specialist firm in executive search & recruitment and executive leadership development & learning in the health and human service sectors of Australia and New Zealand, and increasingly so the broader public service.

Our work is broad and spans across public, private and not for profit organisation's.

Put simply, we *Find and Grow Great Leaders*. It means our clients are guaranteed to get the best people into their most important roles and our ongoing commitment to their professional growth and development.

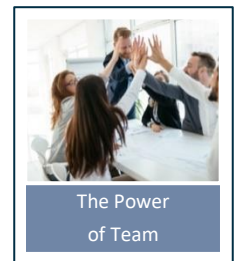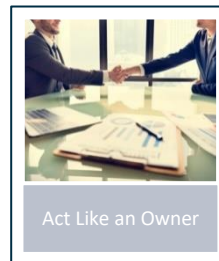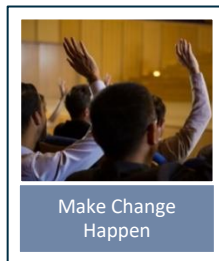| | |
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| **Mission** | To Find and Grow Great Leaders |
| **Purpose** | To contribute to the health and wellbeing of society through exceptional leadership talent solutions |
| **Vision** | To provide organisations with the best executive talent in the world. |
| **Operating Principles** | - We will work as custodians of the company and its long term performance<br>- We will remain committed to sustainability, growth and diversification<br>- We will provide strategic, effective and kind leadership throughout the company<br>- We will grow the company's intrinsic value and make strategy a continuous process<br>- We will respond quickly and effectively to unplanned changes in the external environment<br>- We will test the waters, learn and refine our strategy based upon market needs |
| **Values** | Exceed Client Expectations    Make Change Happen    Act Like an Owner    The Power of Team |

# 2. Position Summary

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| Title | Executive Director Public Sector Search & Recruitment |
| Division | Executive Search & Recruitment |
| Territory | Australia |
| Reports To | Chief Executive Officer |

| | Organisational Stream | Capability Level |
|---|---|---|
| Grouping | ☐ Support | ☐ Limited |
| | ☐ Specialist | ☐ Basic |
| | ☒ Leadership | ☐ Proficient |
| | ☐ Executive | ☐ Advanced |
| | | ☒ Expert |

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| Direct Reports | - Search Coordinators<br>- Principal Search Consultants |
| Stakeholders | - Chief Executive, Senior Leadership Team, Search Team, Sub-Contractors, Current and Prospective Clients and Candidates, External Suppliers |
| Special Circumstances | - It is expected that work outside of office hours will be required at times<br>- Extensive travel within the country will be required plus occasional international travel. |
| Qualifications/ Certifications Required | - A University degree, preferably inclusive of postgraduate studies in business, communications, marketing or a related field. |
| Required Clearances | - Satisfactory Police Check |
| Work Environment | - This job operates in a professional working environment. This role routinely uses standard office equipment such as computers and phones. While performing the duties of this job, the employee is regularly required to talk and hear. |
| Equipment Required | - Laptop<br>- Mobile Phone<br>- Satisfactory Home Office |

# 3. Key Selection Criteria

## Experiences
- Extensive experience in public sector executive search & recruitment, and:
- Significant experience in driving revenue and achieving sales targets, through the:
- Development and successful implementation of targeted and effective business development plans, and:
- Success in managing key accounts and building strong relationships at C-suite and executive levels, that results in:
- High rates of repeat business and recommendations

## Knowledge
- Demonstrated knowledge and understanding of the Australian public sector, ideally at a Commonwealth, State & Territory level, and:
- Currency and credibility of knowledge of industry trends and issues, and:
- Solid networks of executive level relationships and contacts across the public sector, and:
- Strategic workforce development plans and frameworks, including investment plans in leadership development

## Personal Style
- Engaging & Authentic
- Effective Communicator
- Results Driven
- Team Player
- Flexible
- Organised
- Innovative
- Enthusiastic
- Adaptable
- Approachable

## Professional Capabilities
- Developing Strategic Relationships
- Achieving Sales Targets
- Commercial Acumen
- Driving Strong Results
- Building Customer Loyalty
- Coaching and Developing Others
- Building a Successful Team
- Leading Teams
- Empowerment & Delegation

# 4. Responsibilities & Outcomes

The Executive Director of Public Sector Search & Recruitment Australia is responsible for developing and successfully growing this newly formed business unit of HG to become a commercially sound operation.

Working in close partnership with the Chief Executive, the Executive Director of Health & Human Services Search & Recruitment and State Managers, they are responsible for translating the overall company strategy into clear business plans and tactics which effectively deliver the agreed revenue and growth targets.

This position is accountable for the business unit's financial performance and service delivery, the latter in an integrated way with the Executive Director Health & Human Services Search & Recruitment, given the shared use of Principal Consultants and Search Coordinators

However, in time this position will lead and motivate a team of professionals to:
- **Deliver** effective and efficient talent solutions which solve HG's client's complex workforce problems
- **Collaborate** with internal and external stakeholders to deliver and optimise business unit performance
- **Create** and maintain high-level relationships with influential stakeholders that promote brand awareness, build the client base and drive business unit growth.
- **Manage** and develop staff to ensure they are adequately skilled and motivated to deliver a high-level service

| Responsibility | Detail | Measurement of Success |
|---|---|---|
| **Strategic Management and Business Development** | - Provide high level advice to the CEO on company strategic planning and business opportunities, risk management and continuous quality improvement.<br>- Collaborate with the Senior Management Team to improve operational systems, processes and policies to support management reporting, information flow and business processes and organisational planning.<br>- In alignment with Company strategy, create and implement the business unit plan to deliver established targets<br>- Establish and maintain key metrics (dashboard) and reports which effectively measure and evaluate BU performance<br>- Establish, implement and maintain systems which drive business achievement e.g. account management, sales pipeline, forecasting and customer management systems | - Recruiting strategies<br>- Plans and budgets approved by CE and Board<br>- Effective marketing<br>- Systems in place<br>- Operational environment |

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| | - Identify and implement campaigns which attract top talent and key accounts to HG, and in turn increase recruiting effectiveness and efficiency<br>- Ensure client and candidate databases are up-to-date, accurate and comprehensive<br>- Support the CEO to further relationships with healthcare bodies, public and private | |
| Market Position | - **Maintain** expert knowledge on employment market conditions, industry activity and sources of market intelligence<br>- **Collaborate** with marketing to drive brand awareness and promote company expertise e.g. advertisements, career sites, job descriptions, and other employment materials.<br>- **Suppor**t the CEO to further relationships with healthcare bodies, public and private<br>- Strategy – Identify and target areas for vertical and horizontal market growth to build upon HG's market position | - Member NPS target<br>- Member and sponsor satisfaction<br>- Management Dashboard |
| Direct Service Delivery | - Manage participation in procurement panels, tenders, bids, proposals and seek input and support from the CEO where necessary<br>- Achieve the Search BU business target by acting as a Principal Search Consultant at an executive level:<br>  - create and manage a personal executive search portfolio, whilst managing specific key accounts<br>  - establish, grow and maintain robust relationships with clients and candidates so that complex workforce issues are successfully and efficiently solved.<br>  - Ensure business unit compliance with relevant State and Commonwealth legislation as it impacts upon recruitment activities<br>- Liaise closely with business units to ensure that recruitment effort is coordinated and that there are no communications or processing problems. | - Target attainment<br>- Lead conversion rates<br>- Compliance with legislation<br>- Customer satisfaction and retention<br>- NPS score of <50%+ from candidates and clients<br>- Legal compliance repeat business |
| Team Management | - Lead, develop and manage an ambitious and high performing team to achieve and exceed growth, revenue and volume sales<br>- Perform regular 1:1 reviews<br>- Provide coaching or corrective feedback | - Informed team.<br>- Positive 360 feedback |

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| - Ensure staff have KPIs and targets in place<br>- Lead and manage service offering training to ensure staff are confident and competent to promote HG's full suite pf services<br>- Disseminate information on a weekly basis to direct reports to ensure the team is always 'in the loop.'<br>- Support staff to negotiate and close deals<br>- Create a culture of accountability, growth and constant improvement within BU | - Staff have KPIs and targets and sales strategies are in place |

The list of responsibilities is not intended to be all-inclusive and may include additional responsibilities as required and assigned. It may be necessary to modify or change position responsibilities from time to time.

# 5. Professional Capabilities

| Capability | Evidenced Behaviour |
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| **Managing Sales**<br>Making the day-to-day decisions required to manage the sales function, including deploying resources, allocating costs, and directing sales activities; securing and comparing information from multiple sources to identify key issues; committing to an action after weighing alternative solutions against important decision criteria. | - Gathering information: Recognises the need for additional information on sales operations and asks questions to obtain it.<br>- Organising information: Examines qualitative and quantitative data (e.g., sales activity, revenue generation, win / loss reports, cost of sale and profitability measures, staffing and assignments, customer value indicators) to identify operational problems, trends, and underlying issues, and to understand possible cause-effect relationships.<br>- Selects the best of alternatives: Generates options for action to address an issue or opportunity; develops decision criteria that prioritize potential business outcomes, customer needs, available resources, technological advances, and organizational values; selects the best course of action.<br>- Involves others: Involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision, and ensure buy-in; builds consensus when appropriate. |
| **Financial Acumen**<br>Utilizing financial data to diagnose business strengths and weaknesses and identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions. | - Analyses—Recognizes and assesses key indicators of financial health (e.g., liquidity, profitability, and productivity ratios); identifies trends from financial data; identifies and investigates gaps in financial information.<br>- Integrates—Organizes financial data from multiple sources to identify critical business issues underlying financial trends; articulates the implications of financial trends for own business unit and the broader organisation; uses financial data to guide strategic and operational decision making. |
| **Communicating With Impact**<br>Expressing thoughts, feelings, and ideas in a clear, succinct, and compelling manner in both individual and group situations; adjusting language to capture the attention of the audience. | - Delivers clear messages: Uses appropriate vocabulary; is in command of the message; logically and simply conveys ideas; uses effective vocabulary.<br>- Presents with impact (delivery, visual aids): Speaks with appropriate pace and inflection; conveys an air of confidence, ease, and enthusiasm; understands the material and uses congruent nonverbal communication; may use visual aids to enhance understanding of the content.<br>- Creates clear written communication (mechanics, organization, delivery): Writes clearly and understandably; sequences information in a logical manner to aid understanding; uses appropriate grammar and punctuation; avoids jargon or technical words; uses a tone and format suggested by the topic and audience. |
| **Developing Strategic Relationships**<br><br>Using appropriate interpersonal styles and communication methods to influence and build effective relationships with business partners (e.g., peers, functional partners, external vendors, and alliance partners). | - Clarifies information: Questions and probes to seek information to understand the position others have regarding an idea, plan, or activity.<br>- Establishes shared goals: Describes shared goals by identifying needs, expectations, problems, and the impact on each partner; increases awareness of implications of problems and needs; gains commitment to shared goals.<br>- Formulates influence strategy: Devises an approach that best positions an idea, plan, or activity; leverages supportive factors; breaks through barriers; addresses the unique needs and preferences of key decision makers. |

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| | - Collaboratively develops solutions: Develops others and own ideas by seeking and building on the suggestions of others, presenting own ideas, and making procedural suggestions.<br>- Influences action: Presents an idea, plan, or activity so others clearly see how it would meet the needs and provide benefit; builds confidence in and commitment to the idea, plan, or activity.<br>- Builds commitment: Spurs others to action or gains enthusiastic agreement regarding an idea, plan, or activity.<br>- Cultivates an active network: Demonstrates understanding of the importance of relationships and alliances; proactively builds and uses key relationships (network) to gain cooperation without formal authority.<br>- Acknowledges contributions: Appropriately recognizes contributions, competencies, and potential; listens and responds to the affect and content of concerns. |
| **Driving Execution**<br>Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results. | - Translates initiatives into actions: Determines action steps and milestones required to implement a specific business initiative; adjusts activities or timelines as circumstances warrant.<br>- Implements communication strategy: Establishes two-way communication channels to convey business strategies and plans in a manner that engages people.<br>- Creates accountability: Ensures that those responsible for implementing a strategic initiative have role clarity and accountability for required actions and outputs as well as the authority to act in a way consistent with organisational values.<br>- Ensures skills and readiness: Identifies and develops human resource capabilities to drive specific strategies (may include training or acquisition of needed skills and knowledge).<br>- Aligns systems and process: Identifies and aligns systems and processes (e.g., compensation, decision making, resource allocation, performance management) to support implementation of specific strategies.<br>- Creates measurement discipline: Establishes criteria and systems (including lead and lag measures) to track implementation steps and results. |
| **Building Customer Loyalty**<br><br>Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty. | - Uses Key Principles: Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).<br>- Acknowledges the person: Greets customers promptly and courteously; gives customers full attention.<br>- Clarifies the current situation: Asks questions to determine needs; listens carefully; provides appropriate information; summarizes to check understanding.<br>- Meets or exceeds needs: Acts promptly in routine situations; agrees on a clear course of action in non-routine situations; takes opportunities to exceed expectations without making unreasonable commitments.<br>- Confirms satisfaction: Asks questions to check for satisfaction; commits to follow-through, if appropriate; thanks customer.<br>- Takes the "HEAT": Handles upset customers by hearing the customer out, empathizing, apologizing, and taking personal responsibility for resolving customer problems / issues. |
| **Decision Making** | - Identifies issues, problems, and opportunities: Recognizes issues, problems, or opportunities and determines whether action is needed. |

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| Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences. | - Gathers information: Identifies the need for and collects information to better understand issues, problems, and opportunities.<br>- Interprets information: Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.<br>- Generates alternatives: Creates relevant options for addressing problems / opportunities and achieving desired outcomes.<br>- Chooses appropriate action: Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.<br>- Commits to action: Implements decisions or initiates action within a reasonable time.<br>- Involves others: Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions. |
| **Inspiring Others**<br><br>Using interpersonal styles and methods to inspire and guide individuals toward higher levels of performance. | - Inspires effort: Uses appropriate words and actions to help others envision and move toward higher levels of performance; stimulates enthusiasm for potential accomplishments.<br>- Builds confidence in success: Communicates high expectations for others' performance and confidence in their ability to excel.<br>- Shows willingness to act: Sets an example of determination and effort by promptly addressing problems or issues; does not allow problems or issues to become worse through neglect.<br>- Supports the organization: Demonstrates and communicates passion for the organization's decisions and direction; builds support for and identification with the organization's mission. |
| **Coaching & Developing Others**<br><br>Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities. | - Clarifies performance—Seeks information and opinions about an individual's current performance as well as long-term development needs.<br>- Provides timely feedback—Gives timely, specific, and appropriate feedback about performance, development needs, and development progress; reinforces efforts and progress.<br>- Conveys performance expectations and implications——Communicates high expectations; links performance improvement and skill development to relevant personal and business goals; checks for understanding of and commitment to performance and development goals as well as follow up activities.<br>- Evaluates skill gaps—Diagnoses gaps in knowledge, experience, skills, and behaviour that underlie current and future performance; continually modifies evaluation based on new information.<br>- Guides development- Provides guidance and positive models to help others develop; seeks suggestions for improving performance; collaboratively creates development plans that include activities targeted to specific goals; leverages environmental supports and removes development barriers; advocates for individual to higher levels of management to create development opportunities.<br>- Fosters developmental relationships—Helps people feel valued and included in coaching and development discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, involving them, and disclosing own position. |

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| **Aligning Performance for Success**<br><br>Focusing and guiding others in accomplishing work objectives. | - Sets performance goals: Collaboratively works with direct reports to set meaningful performance objectives; sets specific performance goals and identifies measures for evaluating goal achievement.<br>- Establishes approach: Collaboratively works with direct reports to identify the behaviours, knowledge, and skills required to achieve goals; identifies specific behaviours, knowledge, and skill areas for focus and evaluation.<br>- Creates a learning environment: As necessary, helps secure resources required to support development efforts; ensures that opportunities for development are available; offers to help individuals overcome obstacles to learning.<br>- Tracks performance: Implements a system or uses techniques to track performance against goals and to track the acquisition and use of appropriate behaviours, knowledge, and skills<br>- Evaluates performance: Holds regular discussions with each direct report to discuss progress toward team goals and reviews performance; evaluates each behaviour, knowledge, and skill area. |
| **Building a Successful Team**<br><br>Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals. | - Develops direction: Ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.<br>- Develops structure: Helps to clarify roles and responsibilities of team members; helps ensure that necessary steering, review, or support functions are in place.<br>- Facilitates goal accomplishment: Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to team accomplishments.<br>- Involves others: Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.<br>- Informs others on team: Shares important or relevant information with the team.<br>- Models commitment: Adheres to the team's expectations and guidelines; fulfils team responsibilities; demonstrates personal commitment to the team. |
| **Leading Teams**<br>Using appropriate methods and interpersonal styles to develop, motivate, and guide the team to attain successful outcomes and business objectives. | - Creates shared purpose—Inspires and sustains team cohesion and engagement by focusing the team on its mission and its importance to the organisation.<br>- Promotes team processes—Sets up consistent procedures and communication processes to establish goals, clarify responsibilities, engage team members, leverage their strengths, share feedback, and adjust plans.<br>- Celebrates success—Looks for and capitalizes on opportunities to encourage and reward successful team performance.<br>- Stays close–Monitors team performance and takes action to keep the team on track; offers the team own personal time; helps in overcoming barriers and resolving conflict; provides ongoing feedback and appropriate guidance. |
| **Empowerment & Delegation**<br><br>Sharing authority and responsibilities with others | - Delegates—Moves decision making and accountability downward through the organisation by appropriately sharing responsibilities with others. |

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| to move decision making and accountability downward through the organisation, enable individuals to stretch their capabilities, and accomplish the business unit's strategic priorities | - Shares responsibility—Delegates important areas of authority and responsibility in a manner that clarifies expectations while expanding the individual's feelings of ownership and accountability; promotes risk taking.<br><br>- Provides guidance—Provides appropriate amount of information, resources, and encouragement to support the individual's and business unit's success without undermining the individual's full ownership of issues.<br><br>- Follows up—Builds follow-up into delegations in order to monitor associate progress and issues. |

# 6. Performance Targets

## Step 1: Looking Forward

## Goal Setting for period (TBC)

| Objective | Measure | Timeframe | Weighting % | Achievement % |
|---|---|---|---|---|
| FYXX Executive Search BU Revenue of $X<br><br>Individual FYXX revenue target of $X achieved | XX search mandates commenced by June 20XX. X New mandates / month | Annual target, reviewed quarterly | 40% | |
| Develop and deliver Account Management Plans to achieve growth in, and beyond State health including federal and local government. | XX% of business from Existing markets, XX% of business from "New markets".<br><br>Proposal strike rate of XX% achieved | Annual target, reviewed quarterly | 20% | |
| Consultants become more self-sufficient and win their own Search work through BD activity. | Search Consultants win at least XX% of search mandates they commence in FYXX | Annual target, reviewed quarterly | 10% | |
| Search mandates have quality outcomes for Clients | XX% of mandates commenced in FYXX achieve Part 3 invoice. | Annual target, reviewed quarterly | 10% | |
| Excellent outcomes for HG's Client and great Candidate care leads to both groups becoming promoters for HG. | Search Client and Search Candidate NPS >XX% ratings achieved on feedback surveys. | Annual target, reviewed quarterly | 10% | |
| Cross-selling between Search and Sets supported by Search Consultants | At least XX potential Set members per relevant Search identified, qualified and communicated to Sets BDM. | Reviewed monthly | 10% | |

# Step 2: Checking-In
## Feedback & Coaching Notes

Date      Notes

# Step 3: Looking Back
## Review & Next Steps

**Discuss Achievement of Performance Goals**

**Delivery of Capabilities**

| Capability | 🟢 | 🟡 | 🔴 |
|---|---|---|---|
| Managing Sales | | | |
| Financial Acumen | | | |
| Communicating with Impact | | | |
| Dev. Strategic Relationships | | | |
| Driving Execution | | | |
| Building Customer Loyalty | | | |
| Decision Making | | | |
| Inspiring Others | | | |
| Coaching and Developing Others | | | |
| Aligning Performance for Success | | | |
| Building a Successful Team | | | |
| Leading Teams | | | |
| Empowerment/Delegation | | | |

**Discuss Career & Development**

**Next Steps**

# 7. Appendix

## Position Capability Level

Each position with the company has a certain level of capability which is required for successful performance. The Capability Level is aligned with recruitment efforts, remuneration and reward, performance appraisal and employee development.

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| Limited | • Limited or no use of capability required for the job<br>• Capability has been minimally demonstrated<br>• May have limited opportunity to apply the capability<br>• May have limited understanding of the capability |
| Basic | • Basic knowledge or understanding needed for the job<br>• Basic knowledge and understanding sufficient to carry out routine tasks<br>• Required some guidance or supervision when applying the capability |
| Proficient | • Detailed knowledge, understanding and application of the capability required to be successful in the job<br>• Ability to handle non-routine problems and situations<br>• Requires minimal guidance or supervision/works independently<br>• Consistently demonstrated success in the capability<br>• Capable of assisting others in the application of the capability |
| Advanced | • Highly developed knowledge, understanding and application of the capability required to be successful in the job<br>• Can apply knowledge outside the scope of the position<br>• Can coach or teach others in the capability<br>• Has a long-term perspective<br>• Helps develop materials and resources in the capability |
| Expert | • Specialist level of knowledge, understanding and application of the capability required to be successful in the job<br>• Recognised by others as an expert in the capability and is sought out by the others throughout the department/organisation<br>• Works across team, departmental and organisations functions<br>• Applies skills across multiple projects or functions<br>• Able to explain issued in relation to broader organisational issues<br>• Creates new processes<br>• Has a strategic focus |