



AONL

NURSE MANAGER COMPETENCIES

OVERVIEW

The AONL Nurse Manager Competencies[®] represent the functional knowledge, skills, abilities and personal characteristics required to produce a set of activities that generate observable and measurable outcomes. The Nurse Manager Competencies[®] are based on the AONL Nurse Leader Core Competencies[®].

In the AONL Nurse Leader Core Competency model[®], the anchoring domain, **Leader Within**, anchors the five core domains: **Business Skills and Principles; Communication and Relationship Building; Knowledge of the Health Care Environment; Professionalism; and Leadership**. It is the driver of motivation, beliefs, values and interests, and recognizes that the influence and significance of education, experience and understanding oneself is essential.

A circle represents each core domain. The gradient border symbolizes the influence of both the art and science of nursing and the open center informs the role specific functional competencies driven by the core domain. The overlap depicts the interrelatedness of the domains in practice. The **Leadership** domain's placement in the center supports and enables this interrelatedness of requisite knowledge, skills and abilities between and among the core domains.



Reliability and validity for the AONL Nurse Manager Competencies are established by periodic job analysis/role delineation studies. These competencies are based on the Job Analysis Report: American Organization for Nursing Leadership Certified Nurse Manager and Leader, February, 2023.

LEADER WITHIN

REFLECTIVE PRACTICE

- Demonstrates reflective practice and an understanding that all leadership begins from within.
- Solicits feedback from trusted sources about personal strengths and opportunities for improvement, incorporating the information into practice.
- Recognizes the contribution of mental models on behavior.

FOUNDATIONAL THINKING

- Learns from challenges, setbacks and failures as well as successes.
- Recognizes the role of beliefs, values and influences in one's own method of decision-making.
- Maintains curiosity and an eagerness to explore.

CAREER DEVELOPMENT

- Seeks coaching and mentorship from others in career planning and development.
- Develops a personal and professional career plan and measures progress.
- Recognizes and responds appropriately to career opportunities.

PERSONAL AND PROFESSIONAL ACCOUNTABILITY

- Participates in life-long learning.
- Maintains competency through nationally recognized certification.
- Participates in professional organizations that advance one's leadership and career development.
- Prioritizes self-care health behaviors through daily practices and routines; practices healthy work-life integration.

PROFESSIONALISM

PROFESSION ACCOUNTABILITY

- Upholds professional ethical principles in decision-making through personal, department/unit and staff accountability.
- Supports, promotes and role models standards of nursing and leadership professional practice (clinical, educational, certification and leadership) for colleagues and constituents.
- Solicits feedback from trusted sources about personal strengths and opportunities for improvement and incorporates the information into practice.
- Maintains competency through nationally recognized leadership certification.
- Participates in professional organizations that advance one's leadership practice and career development.
- Encourages staff to engage in their career development.

ORGANIZATIONAL ACCOUNTABILITY

- Aligns behavior with personal values and determines fit with the organization's culture.
- Ensures the voice of the patient is central and present in decision-making.
- Ensures a culture of accountability by holding self and others accountable for measurable high quality and cost effective outcomes.
- Follows up regularly with staff to ensure that desired outcomes are being achieved.
- Recognizes career opportunities for staff based on strengths and interests.
- Exhibits leadership presence (e.g., attending team meetings, vocal, fostering discussions, lead rounds, etc.).

HEALTH EQUITY AND SOCIAL DETERMINANTS OF HEALTH

- Reviews organization's needs assessment to identify current health equity issues.
- Creates action plan to see how to close the gap on department/ unit health equity issues.
- Provides staff with tools and resources to provide culturally competent care (e.g., translation resources, discharge materials, appropriate referrals).
- Supports staff in participation of community-based activities that address community care.
- Coordinates and facilitates orientation related to culturally competent care.
- Evaluates culturally competent care through performance appraisals.
- Monitors performance data to ensure the delivery of culturally competent care.

GOVERNANCE

- Interacts with and educates the organization's governing body regarding health care and the value of nursing as directed by senior leadership.
- Interacts and educates the organization's governing body regarding quality and patient safety principles as directed by senior leadership.
- Articulates the governing body's (e.g., Board) role in how the organization's mission is achieved.
- Assists leadership in preparing reports for the Board.

COMMUNICATION & RELATIONSHIP MANAGEMENT

RELATIONSHIP MANAGEMENT

- Develops relationships across the care continuum to build alliances and partnerships and achieve common goals.
- Manages conflicts and disagreements in a constructive manner.
- Identifies the internal and external relationships that impact the work of the department/unit to achieve department/unit goals.
- Interprets organizational and strategic realities (e.g., labor costs, different models of care delivery, key performance indicators (KPI), supply chain disruption etc.) to navigate changes.
- Recognizes the impact on staff from the organization's decisions and takes appropriate action.

EFFECTIVE COMMUNICATION

- Communicates with clarity and integrity to build trust with all stakeholders.
- Identifies and understands different communication styles.
- Utilizes appropriate communication style when engaging different audiences.
- Practices transparency and honesty to demonstrate authenticity.
- Builds trust by listening to and engaging staff and others.

INFLUENCING BEHAVIORS

- Exchanges ideas to gain cooperation from others to accomplish goals.
- Uses information from multiple sources (e.g., evidence from research, data, reports) to gain consensus and commitment from stakeholders.
- Coaches staff in their development (e.g., conflict management, active listening, communication, etc.).
- Create policies and initiatives to influence desired departmental behaviors.

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

NURSING PRACTICE AND APPLICATION

- Assists with the development of care delivery models and environmental design to ensure the delivery of safe patient care that is evidence-based, accessible, affordable, and equitable.
- Recognizes the impact of internal and external factors on care delivery and departmental/unit finances.
- Integrates patient quality & safety measures into the care environment.
- Formulates objectives and priorities to implement plans of care delivery consistent with long-term interests of the department/unit.

ECONOMICS AND POLICY

- Supports alignment of the department with organizational strategies and with current developments in healthcare economics, policy and legislation.
- Maintains knowledge of population health.
- Influences health care policy through advocacy at various levels of government, as it affects safety, quality, accessibility and affordability of health care.

REGULATION

- Maintains knowledge of regulatory and accreditation standard/rule changes.
- Seeks resources in support of their department/unit's compliance regarding regulatory requirements.
- Ensures compliance with accreditation standards and local, state, and federal regulatory standards.
- Participates with response to identified deficiencies.

EVIDENCE BASED PRACTICE

- Evaluates current department/unit practices to determine strengths and barriers in implementing evidence-based practices.
- Promotes integration of evidence-based research into practice at the unit level.
- Supports staff by providing resources for implementation of evidence-based practices.

PATIENT SAFETY AND QUALITY

- Maintains knowledge of patient safety and improvement sciences.
- Ensures the incorporation of patient safety and improvement sciences with department/unit's practices.
- Participates in risk assessment (e.g., FMEA, root cause analysis, etc.) to ensure safe, compliant and effective care delivery.
- Implements processes that result in prompt escalation of potential performance gaps by utilizing system processes and staff at the unit level.

BUSINESS SKILLS & PRINCIPLES

FINANCIAL MANAGEMENT

- Manages department budget by understanding and utilizing organization's financial processes.
- Maintains knowledge of reimbursement models that affect care delivery.
- Maintains knowledge of healthcare economics and business models to set priorities and measurable goals.
- Participates in creation of department budget.
- Manages department budget (e.g., allocation of resources, staffing, supply chain management, etc.)
- Monitors department budget to ensure accuracy of expenses and identify variances.
- Makes adjustment of budget as indicated by variances.
- Supports financial health as it is influenced by nursing and other clinical decisions and outcomes.

STRATEGIC MANAGEMENT

- Communicates to staff high reliability concepts (e.g., safety huddles, use of evidence, deferring to expertise, etc.) as identified by the organization.
- Utilizes multiple sources of evidence-based data in goal setting and decision-making.
- Ensures departmental objectives are in place to achieve the strategic mission.
- Participates in the negotiation, monitoring and management of contract and service agreements.
- Aligns and creates nursing/clinical objectives, goals and tactics required to achieve the organization's strategic outcomes.

- Recognizes and supports the benefit and impact of technology on care delivery, clinical information, and financial outcomes.
- Uses evidence-based metrics to align department/unit's goals and objectives with patient outcomes.

HUMAN RESOURCE MANAGEMENT

- Builds and manages a diverse workforce based on organizational, professional nursing, clinical goals and outcomes, data, budget considerations, and staffing needs.
- Ensures that employees are recruited, selected, onboarded, educated, evaluated, and recognized according to established standards, applicable employment laws, and organization's mission vision and values.
- Manages a multisector workforce and a variety of work situations.
- Assesses the unit's culture to ensure the presence of a safe and healthy work environment.
- Addresses any gaps associated with the cultural assessment of safe and healthy work environment.
- Advances organizational policies that allow employees to practice at the top of education and or license.
- Establishes mechanisms that provide for identification and mentoring of staff for career progression.

LEADERSHIP

SYSTEMS AND COMPLEX ADAPTIVE THINKING

- Builds a shared vision that articulates and influences others to translate vision into action.
- Develops new insights into situations by questioning conventional approaches.
- Encourages staff to develop new and innovative ideas.
- Removes barriers to help implement new cutting-edge programs/processes.
- Creates and executes strategies for complex situations (e.g., addressing safety issues with workload capacity, increase nursing time at bedside, reducing hospital acquired conditions (HACs), etc.).
- Participates in nursing and organizational strategy planning and execution.

CHANGE MANAGEMENT

- Acts as a catalyst for change by seeking new information and ideas.
- Adapts to new information, changing conditions and unexpected obstacles.
- Assesses through analytics (e.g., gap analysis, SWOT, etc.) if change is necessary.
- Utilizes common change models (e.g., Kotter, Lewin) and other tools for change (e.g., PDSA, LEAN methods).
- Supports staff in managing departmental changes.

DIVERSITY, BELONGING AND INCLUSION

- Recognizes unconscious and systemic bias occurs in care delivery, business operations, and through external influences.
- Leads and supports initiatives that address racism, discrimination and bias in care delivery and business operations.
- Encourages creative tension and differences of opinions.

- Fosters an inclusive workplace where diversity and individual differences are valued and maximized to achieve the vision and mission of the organization.
- Develops the ability of others to perform and contribute to the achievement of their goals consistent with the organization's vision and mission corresponding with individual needs.
- Provides feedback and opportunities for others to learn through formal and informal methods corresponding with individual needs.
- Creates, promotes, and protects a culture that supports staff, patients/clients and stakeholders.

DECISION MAKING

- Seizes opportunities and takes calculated risks to advance department/unit's mission and vision.
- Identifies and objectively analyzes department/unit's problems and issues.
- Evaluates availability, relevance and accuracy of information.
- Generates and evaluates alternative solutions.
- Makes decisions that impact department/unit operations and incorporates an understanding of the impact and implications of their decisions.
- Makes timely, equitable, and appropriate decisions when data is available and when it is limited.
- Delegates responsibilities based on scope of practice, education, appropriate competence, and experience.
- Fosters professional governance in philosophy, structure and implementation.
- Empowers team to make independent decisions that affect their practice.

TRANSFORMATION AND INNOVATION

- Encourages the use of organization's framework on advancing innovation.
- Allocates resources for the development of innovation teams or methods.
- Supports the implementation of innovative ideas.