

Care Team Leader

FF10 Care and nursing · ISCO-08 1342 · CBS 0534 Managers of healthcare institutions · seniority medior
 · Also known as: Care Team Manager, Nursing Team Leader

Provides operational leadership to a care team, steers rostering, absence and quality of care, and is the point of contact for clients and family.

The care team leader steers rostering, absence and team behaviour and takes a step back from delivering care directly. Candidates are often judged on their own clinical track record, while the role actually requires letting go of that content. A strong care provider is therefore not automatically a good team leader.

Key figures for this profile

24 skills · 7 competencies to measure · 5 knockout skills · centre of gravity: Professional knowledge domains 20%, Collaboration and interpersonal effectiveness 16%, Self-management, drive and resilience 14%

1 Competencies to measure

These are the behavioural and ability constructs in this profile. Each one shows which hrmforce questionnaire measures it.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
interpersonal sensitivity Competency (50-framework): Sensitivity Knockout	N4	Big Fifty, 360 Feedback, Colour Profile (Jung)	Personality questionnaire	Names observed tension or reticence during a conversation and adapts tone, pace and wording accordingly.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
Stress tolerance Competency (50-framework): Stress resilience Knockout	 N4	Big Fifty, 15PF, Mental Resilience (4C)	Personality questionnaire	Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk.
Directing and steering people Competency (50-framework): Management Knockout	 N4	Big Fifty, Competency Check, 360 Feedback	Assessment centre	Sets expectations and boundaries per team member, addresses deviating behaviour directly and records agreements in writing.
Accuracy and attention to detail Competency (50-framework): Accuracy	 N3	Big Fifty, 360 Feedback	Personality questionnaire	Builds check moments into the own process, keeps track of errors and prevents repetition by adjusting the method.
Discipline and keeping commitments Competency (50-framework): Discipline	 N3	Big Fifty, 15PF, 360 Feedback	Personality questionnaire	Commits only to what is feasible, tracks own commitments and informs those involved as soon as a deadline comes under pressure.
Safety awareness Competency (50-framework): Discipline	 N3	Big Fifty, Competency Check	Situational Judgement Test	Recognises unsafe situations in own process, intervenes and addresses colleagues without bringing the work to a halt.
Switching between tasks and roles Competency (50-framework): Flexibility	 N3	Big Fifty, Colour Profile (Jung), Competency Check	On-the-job observation	Switches independently between execution and consultation tasks, keeps notes per role and correctly resumes interrupted work.

2 Full skill profile

Every skill in this profile, sorted by weight. The behavioural anchor under each skill belongs to the target level.

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
G	interpersonal sensitivity Names observed tension or reticence during a conversation and adapts tone, pace and wording accordingly.	 N4	5	yes	Personality questionnaire	Big Fifty, 360 Feedback, Colour Profile (Jung)
G	Stress tolerance Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk.	 N4	5	yes	Personality questionnaire	Big Fifty, 15PF, Mental Resilience (4C)
V	Medication safety Independently checks medication orders for dosage and interactions, spots side effects and consults the pharmacy or physician about them.	 N3	5	yes	Knowledge test	Knowledge test (client-specific), Work sample test
V	de-escalating and setting limits States which limit is being crossed when behaviour is unwanted, what the consequence is, and ends the conversation when needed.	 N4	4	yes	Situational Judgement Test	Conflict Styles, Big Fifty, Mental Resilience (4C)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
G	Directing and steering people Sets expectations and boundaries per team member, addresses deviating behaviour directly and records agreements in writing.		4	yes	Assessment centre	Big Fifty, Competency Check, 360 Feedback
V	Capacity and resource planning Calculates required hours and qualifications per period, makes a staffing plan and substantiates requests for extra capacity.		4	no	Work sample test	Work sample test, Knowledge test (client-specific)
G	Accuracy and attention to detail Builds check moments into the own process, keeps track of errors and prevents repetition by adjusting the method.		4	no	Personality questionnaire	Big Fifty, 360 Feedback
V	Conversation management Chooses a fitting question type for each phase, summarises along the way and steers the conversation back to its goal when it drifts.		4	no	Assessment centre	Communication Styles, Competency Check
V	multidisciplinary collaboration Maps the issue with specialists from different disciplines and formulates a joint approach with a clear division of roles.		4	no	Assessment centre	360 Feedback, Competency Check

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
G	Discipline and keeping commitments Commits only to what is feasible, tracks own commitments and informs those involved as soon as a deadline comes under pressure.	 N3	4	no	Personality questionnaire	Big Fifty, 15PF, 360 Feedback
V	Methodical care process and record keeping Independently draws up a care plan with measurable goals, evaluates it periodically and adjusts it when the care need changes.	 N3	4	no	Portfolio or evidence	Portfolio, Knowledge test (client-specific)
G	Safety awareness Recognises unsafe situations in own process, intervenes and addresses colleagues without bringing the work to a halt.	 N3	4	no	Situational Judgement Test	Big Fifty, Competency Check
V	Problem analysis Splits a recurring complaint into possible causes, tests these with own data and names the most likely cause.	 N3	3	no	Assessment centre	Competency Check, Ability Scan
K	Dutch language proficiency at professional level Writes and discusses professional documents fluently at level B2 and adapts register to formal and informal situations.	 N3	3	no	Knowledge test	Knowledge test (client-specific)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Conducting performance conversations Conducts annual reviews independently, supports the judgement with facts and records improvement agreements with deadlines in writing.	 N3	3	no	Simulation	Development Review, 360 Feedback, Competency Check
G	Switching between tasks and roles Switches independently between execution and consultation tasks, keeps notes per role and correctly resumes interrupted work.	 N3	3	no	On-the-job observation	Big Fifty, Colour Profile (Jung), Competency Check
V	Learning from mistakes and incidents Analyses own errors and those of the team, discusses the cause openly in the work meeting and adjusts the agreements.	 N3	3	no	Situational Judgement Test	360 Feedback, Competency Check
K	GDPR and privacy in practice Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	 N3	3	no	Knowledge test	Knowledge test (client-specific)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Safe lifting and moving in care Independently selects technique and aid for a client with limited mobility and instructs colleagues on the spot.	 N3	3	no	On-the-job observation	Work sample test
V	Multidisciplinary care consultation Structures the input about a complex client, weighs advice from physician and therapist and records clear follow up agreements.	 N3	3	no	On-the-job observation	Competency Check, 360 Feedback
V	Working with shift work and irregular hours Plans own work across changing shifts, allocates tasks to the part of day that suits them best and swaps carefully.	 N3	3	no	Structured interview	Big Fifty, Structured interview
V	Working with digital devices and applications Opens and uses the prescribed applications for own tasks and asks for help whenever an unfamiliar message appears.	 N2	2	no	Work sample test	Knowledge test (client-specific), Work sample test
V	Nursing and personal care practice Cares for a client under supervision according to the care plan and reports deviant observations immediately to the person responsible.	 N2	2	no	Work sample test	Knowledge test (client-specific), Work sample test, Competency Check

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Emergency response and first aid Knows where equipment and escape routes are, raises the alarm per procedure and follows the emergency responder's instructions.	 N2	1	no	Certificate or diploma	Knowledge test (client-specific)

3 Levels per seniority

The same profile with the job family seniority adjustment applied. Target levels are clamped to 1 to 5.

Skill	medior	senior
interpersonal sensitivity	N4	N5
Stress tolerance	N4	N5
Medication safety	N3	N4
de-escalating and setting limits	N4	N4
Directing and steering people	N4	N5
Capacity and resource planning	N4	N5
Accuracy and attention to detail	N3	N4
Conversation management	N3	N4
multidisciplinary collaboration	N3	N4
Discipline and keeping commitments	N3	N4
Methodical care process and record keeping	N3	N4
Safety awareness	N3	N4
Problem analysis	N3	N4
Dutch language proficiency at professional level	N3	N4
Conducting performance conversations	N3	N4
Switching between tasks and roles	N3	N4
Learning from mistakes and incidents	N3	N4
GDPR and privacy in practice	N3	N4
Safe lifting and moving in care	N3	N4
Multidisciplinary care consultation	N3	N4
Working with shift work and irregular hours	N3	N4
Working with digital devices and applications	N2	N3
Nursing and personal care practice	N2	N2

Skill	medior	senior
Emergency response and first aid	N2	N3

4 The proficiency scale

Level	Label	Autonomy	Complexity	Scope	Depth of knowledge
N1	Guided	works under supervision and follows instruction	routine, one variable at a time	own task	basic understanding of terminology
N2	Applying	works independently within set frameworks	familiar situations with limited variation	own role	working knowledge, applies standard approach
N3	Proficient	sets own approach and seeks input proactively	several variables, some ambiguity	own team or process	thorough knowledge, weighs alternatives
N4	Advanced	directs others and decides on the approach	complex, with conflicting interests	several teams or a department	in-depth knowledge, advises others
N5	Leading	sets the standard and the policy	strategic, under high uncertainty	organisation, value chain or profession	authority, advances the profession

5 Behavioural anchors per skill

Anchors sit at N1, N3 and N5. N2 and N4 are deliberately not anchored: raters interpolate between them, following the O*NET convention.

Skill	N1	N3	N5
interpersonal sensitivity Noticing verbal and non-verbal signals from others, naming what stands out and adjusting own behaviour accordingly during the contact.	Notices when a conversation partner disengages or hesitates and asks whether the explanation is clear.	Names observed tension or reticence during a conversation and adapts tone, pace and wording accordingly.	Trains others in recognising social signals and uses that insight when designing sensitive change processes across the organisation.
Stress tolerance Keeps delivering work of the same quality under time pressure, opposition or unexpected turns and maintains a businesslike tone with others.	Keeps working on the current task as pressure rises and asks the supervisor which task can wait.	Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk.	Keeps the organisation workable in crises, takes decisions under high uncertainty and sets the standard for composed action under pressure.

Skill	N1	N3	N5
Medication safety Prepares, checks, administers and records medication according to protocol and recognises risks of errors, interactions and side effects.	Distributes medication according to the signing list with double checking and refers unclear orders to an authorised colleague.	Independently checks medication orders for dosage and interactions, spots side effects and consults the pharmacy or physician about them.	Draws up the institution's medication policy, analyses reports of medication errors and implements improvements across the whole chain.
de-escalating and setting limits Reducing rising tension or unwanted behaviour by staying calm, stating the limit clearly and steering or ending the conversation.	Stays calm when facing an angry reaction, lets the other person speak and calls in a colleague or manager.	States which limit is being crossed when behaviour is unwanted, what the consequence is, and ends the conversation when needed.	Establishes organisation-wide agreements on transgressive behaviour, arranges support and follow-up, and holds managers to that line.
Directing and steering people Making clear to employees what is expected, giving assignments, setting boundaries and intervening when work or behaviour deviates from what was agreed.	Gives a colleague a concrete assignment with expected result and timing and checks whether the assignment is understood.	Sets expectations and boundaries per team member, addresses deviating behaviour directly and records agreements in writing.	Designs the management line for the whole organisation, addresses managers on their style and defines what good steering means here.
Capacity and resource planning Matching available hours, qualifications and resources against expected workload and distributing staffing so that peaks and shortages remain manageable.	Fills in the staffing list according to the roster and reports gaps in the planning to the planner.	Calculates required hours and qualifications per period, makes a staffing plan and substantiates requests for extra capacity.	Develops the capacity model for the whole organisation, links it to demand forecasts and decides on structural use of flexible capacity.
Accuracy and attention to detail Works carefully, checks own work for errors and keeps to agreements about completeness and correctness of data.	Goes through the own work with a checklist and repairs errors found before the work is passed on.	Builds check moments into the own process, keeps track of errors and prevents repetition by adjusting the method.	Sets the standards for completeness and correctness, has samples checked and addresses teams on structural sloppiness.

Skill	N1	N3	N5
Conversation management Opening, steering and closing a conversation purposefully by asking questions, summarising and making concrete agreements about what happens next.	Follows a prepared list of questions, asks them in the given order and records the agreements that were made.	Chooses a fitting question type for each phase, summarises along the way and steers the conversation back to its goal when it drifts.	Leads conversations with opposing interests at board level, develops conversation models for the organisation and tests them against practice.
multidisciplinary collaboration Working with people from other disciplines by learning their language and methods and establishing shared starting points for the joint work.	Asks a colleague from another discipline what technical terms mean and summarises the answer back to them.	Maps the issue with specialists from different disciplines and formulates a joint approach with a clear division of roles.	Sets up lasting forms of collaboration between disciplines and settles conflicts between professional standards on the basis of the organisational interest.
Discipline and keeping commitments Sticks to agreements, procedures and commitments even without supervision, and reports in good time when a commitment turns out to be unachievable.	Arrives at the agreed time with the agreed work and reports any delay to the supervisor.	Commits only to what is feasible, tracks own commitments and informs those involved as soon as a deadline comes under pressure.	Anchors the standard for reliable follow through in working agreements and addresses anyone at any level who lets that standard slip.
Methodical care process and record keeping Works through the steps of clarifying the care question, setting goals, planning, delivering and evaluating, and records these in the client file.	Records care delivered and observations in the file on the same day, using the standard reporting format.	Independently draws up a care plan with measurable goals, evaluates it periodically and adjusts it when the care need changes.	Develops the organisation's record keeping and reporting policy and leads the introduction of a new methodical care standard.
Safety awareness Continuously watches for unsafe situations and actions at work, addresses others about them and chooses the safe working method even under time pressure.	Follows the safety rules of the workplace and checks back when in doubt about an operation.	Recognises unsafe situations in own process, intervenes and addresses colleagues without bringing the work to a halt.	Sets the safety standard for the organisation, makes safety discussable at every level and steers behaviour and culture.

Skill	N1	N3	N5
Problem analysis Breaks a problem into parts, separates causes from effects and states which information is needed to move forward.	States precisely what deviates in a malfunction and which data are missing, and puts this to the supervisor.	Splits a recurring complaint into possible causes, tests these with own data and names the most likely cause.	Traces persistent organisational problems back to a few root causes and sets the analysis method that other teams will use.
Dutch language proficiency at professional level Commanding Dutch in speech and writing at a level of the Common European Framework of Reference that matches the demands of the role.	Handles simple work conversations and reads short instructions at level A2 to B1 of the European reference framework.	Writes and discusses professional documents fluently at level B2 and adapts register to formal and informal situations.	Commands Dutch at level C1 to C2, edits publications written by others and uses professional and legal phrasing precisely.
Conducting performance conversations Preparing and holding conversations about performance and results, using factual examples, mutual checking and recorded agreements about improvement or next steps.	Prepares a conversation with two concrete examples of work and asks the manager to review it beforehand.	Conducts annual reviews independently, supports the judgement with facts and records improvement agreements with deadlines in writing.	Sets the review cycle and assessment standards for the organisation and samples the quality of recorded judgements.
Switching between tasks and roles Alternates between tasks, roles and counterparts within a working day and matches content, tone and pace to the situation at hand.	Switches task when instructed and uses the given work instruction per task without mixing in the previous task.	Switches independently between execution and consultation tasks, keeps notes per role and correctly resumes interrupted work.	Fills roles in several bodies with clashing interests at the same time and keeps role clarity visible for the organisation.
Learning from mistakes and incidents Investigates after an error or incident what happened, names the cause without shifting blame and changes the working method on that point.	Reports an own error to the supervisor at once and repeats the task following the corrected instruction.	Analyses own errors and those of the team, discusses the cause openly in the work meeting and adjusts the agreements.	Ensures incidents are reported safely across the organisation, has causes analysed structurally and works the lessons into policy and standards.

Skill	N1	N3	N5
GDPR and privacy in practice Knows privacy legislation requirements for own work, which legal basis and retention period apply and recognises when notification is required.	Processes personal data only according to the applicable work instruction and refers doubtful cases to the privacy officer.	Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	Sets privacy policy, decides on high risk processing operations and represents the organisation towards the supervisory authority.
Safe lifting and moving in care Moves and supports clients using lifting technique and aids in such a way that the load on client and care worker stays limited.	Moves a client under guidance with the prescribed aid, following the instruction of the designated specialist.	Independently selects technique and aid for a client with limited mobility and instructs colleagues on the spot.	Sets the policy on physical load, analyses incident figures and brings the institution to a demonstrably lower load.
Multidisciplinary care consultation Contributes own observations about a client in consultation with other disciplines, weighs their advice and reaches joint agreements.	Contributes own observations about a client in the meeting and notes the agreements reached in the file.	Structures the input about a complex client, weighs advice from physician and therapist and records clear follow up agreements.	Designs the institution's consultation structure, safeguards decision quality and mediates when disciplines disagree.
Working with shift work and irregular hours Organises own work around changing shifts and irregular hours, keeps handover complete and coordinates planning and availability with the team.	Works according to the roster, arrives on time and hands over outstanding matters at the end of the shift.	Plans own work across changing shifts, allocates tasks to the part of day that suits them best and swaps carefully.	Designs roster models for the organisation, weighs continuity against workability and makes agreements with team and representation.
Working with digital devices and applications Uses computers, mobile devices and standard applications to carry out work tasks, adjusts settings and resolves simple usage problems without help.	Opens and uses the prescribed applications for own tasks and asks for help whenever an unfamiliar message appears.	Selects the appropriate device and application for each task and fixes common disruptions without support from others.	Defines organisation wide which digital workplace facilities are used and guides their introduction across all teams.

Skill	N1	N3	N5
Nursing and personal care practice Carries out nursing and personal care procedures for clients, from personal hygiene to reserved procedures, while observing their state of health.	Cares for a client under supervision according to the care plan and reports deviant observations immediately to the person responsible.	Performs nursing procedures independently for clients with a fluctuating clinical picture and involves the physician in good time.	Develops guidelines for nursing practice in the institution, tests them against research and guides teams through their introduction.
Emergency response and first aid Acts according to the emergency procedure in an accident, fire or evacuation, gives first aid within own authorisation and hands over to emergency services.	Knows where equipment and escape routes are, raises the alarm per procedure and follows the emergency responder's instructions.	Gives first aid independently, coordinates an evacuation of own department and hands over to emergency services in a structured way.	Sets up emergency response for the organisation, plans drills and scenarios and evaluates performance with the regional safety authority.

6 Assessment methods and validity

The validities are the corrected meta-analytic estimates from Sackett, Zhang, Berry and Lievens (2022) in the Journal of Applied Psychology, which replace the older Schmidt and Hunter (1998) figures. The spread matters as much as the mean: with a high SD, validity varies strongly by context.

Assessment method	rho	SD	What it is
Personality questionnaire	0.40	0.15	Self-report of behavioural preferences. At hrnforce the Big Fifty and the 15PF.
Knowledge test	0.40	0.13	Test of declarative job knowledge, usually assembled per client.
Situational Judgement Test	0.12	0.11	Scenario with response options, scored on knowledge or behavioural tendency.
Assessment centre	0.29	0.09	Multiple exercises, multiple assessors, dimension-wise scoring.
Work sample test	0.33	0.09	The candidate performs a representative work sample under standardised conditions.
Portfolio or evidence	-	-	A collection of prior work or results, assessed against fixed criteria.
Simulation	-	-	Simulated work situation, usually digital, with standardised scoring.
On-the-job observation	-	-	Structured workplace observation with a form based on behavioural anchors.
Structured interview	0.42	0.19	Behaviour-based interview with fixed questions and a rating scale per question.
Certificate or diploma	-	-	Formal proof of completed education or examination.

7 Assessment instruments for this job

hrnforce instrument	Skills	What it measures
Competency Check	10	Behavioral-Level Competency Assessment
Big Fifty	9	Personality questionnaire, 150 items, 25 factors
360 Feedback	8	Multiple assessments based on behavioral anchors
Knowledge test (client-specific)	8	Professional knowledge test, customized for each client
Work sample test	5	Representative work sample under standardized conditions

hrmforce instrument	Skills	What it measures
Colour Profile (Jung)	2	Four color types, linked to Big Fifty factors
15PF	2	Personality Profile, a shorter alternative to the Big Fifty
Mental Resilience (4C)	2	Mental Resilience According to the 4C Model
Conflict Styles	1	Preferred style in conflict situations
Communication Styles	1	Preferred communication style
Portfolio	1	Evaluation of prior work against fixed criteria
Ability Scan	1	Aptitude Test: Verbal, Numerical, and Abstract Reasoning Skills
Development Review	1	Structured development interview
Structured interview	1	Behavioral interview with a fixed structure

8 How to use this profile

1. Agree the profile with the hiring manager before the first candidate is measured. Weights shifted afterwards make the outcome indefensible.
2. Choose the assessment method per skill from the Assessment method column. Combine at most three methods per candidate.
3. Calibrate the assessors in a two-hour session using the anchors in chapter 5. Anchors without rater training deliver little.
4. Fill in the match calculator and discuss the gaps in the development conversation. Type A and type G are selection criteria, not one-quarter development goals.

Source: hrmforce Skills Framework 2.0, version 2.0.0, built 2026-09-08. Crosswalks to ESCO v1.2.1, O*NET 31.0, Lightcast Open Skills, SFIA 9, DigComp 3.0, EntreComp, LifeComp, GreenComp, Allit, WEF Future of Jobs 2025, ISCO-08 and the Dutch CBS occupational classification BRC 2014 edition 2025. This profile is a starting point, not a standard: align it with your own organisation before selecting on it.