



# Developing Leadership

Who? What? Where?



focusing on the current issues and building capability of people and organisations

## Introduction

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*Developing Leadership—Who? What? Where?* is intended to assist in the promotion of a broader understanding of leadership development issues in the public sector. It seeks to provide readers with a snapshot of current leadership development programs and other initiatives in a variety of Australian Public Service (APS) agencies. The resource was initially developed and co-sponsored by the Department of Defence and the Australian Public Service Commission (then PSMPC) as a result of the Developing Leadership Seminar held in September 2001.

One of the clear messages from the 2001 Developing Leadership Seminar, was the enthusiasm participants' had for case studies of leadership programs and more details about programs referred to during the Seminar. This updated volume will build on that information and provide contact points for those who want additional information.

The Leadership Development Network initiated by the APSC and supported by a number of other agencies, will continue to pursue the aims of the Seminar and to provide opportunities for interested agencies to pursue particular cases in more detail (including comments from those who participated in the programs described).

The 2003 Resource Guide has been updated by the Leadership, Learning and Development Group of the APSC, based on contributions from agencies who participated in the 2001 Developing Leadership Seminar together with other agencies who have expressed an interest in providing information on their current programs.

Other agencies who are interested in participating in this resource are encouraged to contact the Leadership, Learning and Development Group of the APSC on (02) 6271 6560.

Australian Public Service Commission

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# Australian Customs Service

Customs has recently integrated its development programs into a single framework which addresses interpersonal, managerial and job specific skills and knowledge for staff from Levels 1 to 4. (APS 2 to EL1) The framework, which is competency based, contains units from the Frontline Management stream as well as other human resource management units which specifically address leadership in the workplace. For example, officers who supervise staff are required to address units such as:

- Participate in, Lead and Facilitate Work Teams;
- Establish and manage Effective Workplace Relations; and
- Provide Leadership in the Workplace.

Competency assessment recognises that skills and knowledge can be acquired in a variety of ways and that formal training or course material is not always required. Customs has developed programs to assist first time supervisors and managers to develop the relevant skills and knowledge. One of these programs is the Level 3 and 4 (APS 5 to EL1) *Management and Supervisor Development Program*.

The need for this program was identified through Workforce Planning projects carried out through 1998 and 1999. It was designed to develop a broad understanding and application of management approaches and strategies to deliver organisational outcomes. While based on Customs specific management responsibilities, it has been delivered in a broader context addressing modern management and leadership principles.

Sessions covered during the program include:

- The Role of Managers;
- Leadership;
- People Management;
- Planning;
- Communication and Information Management;
- Change Management in Customs;
- Ethics and Conduct;
- Financial Management;
- Performance Management;
- Government Processes and Representation; and
- Current Management Issues and Approaches in Customs.

In relation to the leadership segment, the aims are to:

- identify the key elements of leadership in the Customs management environment;
- identify senior management's views about leadership in Customs;
- identify the difference between leadership and management in Customs;
- identify strategies to transfer learning throughout Customs;
- highlight the importance of having a systems view and of strategic thinking;
- identify the need for Customs leaders to focus on achieving results; and
- identify how to recognise and harness emotional intelligence.

Participants are required to demonstrate acquisition of skills by applying Customs management approaches in the workplace. This is assessed primarily in the pre-course period and reviewed post-course after three months in conjunction with supervisors, to evaluate the extent of learning. The program, which has been conducted in conjunction with the University of Canberra, has been piloted once and is currently undergoing evaluation.

## Contacts

<b>CONTACT:</b> Margaret Jamieson
<b>PHONE:</b> (02) 6275 5954
<b>E-MAIL:</b> margaret.jamieson@customs.gov.au