



Developing Leadership

Who? What? Where?



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

Introduction

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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ACT Health

Leadership Programs/Initiatives

ACT Health is a vibrant and committed organisation that provides a range of co-ordinated health and health care services designed to deliver improved health and community well-being for all people. ACT Health incorporates The Canberra Hospital, Calvary Public Hospital, Community Health, Mental Health, Population Health and the Department of Health.

The organisation is responsible for providing the people of the Australian Capital Territory with the best health care possible through the implementation of the ACT Health Action Plan 2002, and aims to be recognised for delivering the best health care and health-related services in Australia. Over 4000 people are employed in a wide range of occupations covering professional, scientific, technical, clinical and administrative areas.

ACT Health supports the building of leadership capability at a range of levels. This support includes encouragement of entry level and front-line supervisory staff to complete relevant certificate-based courses including the Certificate IV in Business (Frontline Management). A significant number of staff each year undertake graduate programs in the medical, nursing and administrative areas and various external study courses; leadership behaviours are addressed in many of these programs.

ACT Health's Staff Development Unit conducts a large program of in-house training courses and workshops each year. These workshops include *developing productive teams, learning to lead, innovation in leading* and *coaching to improve performance*. The Unit also arranges regular meetings of a middle managers' network which focuses on topics and issues that are relevant to their role as managers and leaders.

ACT Health is supporting a repeat of the *Leaders of Change* Program previously conducted for staff of The Canberra Hospital and Mental Health. This Program will now be conducted for staff from all areas of ACT Health. Leaders of Change is aimed at equipping our emerging leaders with the skills, knowledge and confidence to effectively lead and manage change at the individual, team and organisational levels and to foster a culture of leadership, trust and innovative ways of learning and decision making. The Program will assist in identifying and addressing key challenges and issues, increasing the leadership capacity across all areas of ACT Health and creating a network of positive, inspired and confident leaders committed to taking ACT Health forward.

Leaders of Change is open to a range of staff from ASO5, RN2, PO1, TO3 through to SOGC, RN4, SPOC, SOTS, GSO10 and others in equivalent classifications, or who have significant line management responsibilities, from all areas of ACT Health. The Program will be conducted by Andrew Greatrex of Emerging Leaders Pty Ltd and includes completion of diagnostic tools by all participants (including a 360 degree feedback instrument), a modular series of workshop sessions and a number of 'action learning' projects addressing key challenges and issues facing ACT Health. Coaching and optional mentoring arrangements are also available in the Program.

At the more senior levels, ACT Health encourages their Senior Officer Grade As and Bs and equivalent classifications to participate in the Take The LEAD Program being coordinated for ACT Public Service agencies by the Chief Minister's Department and presented by The Nous Group. Senior Executives are encouraged to participate in the ACT PS Executive Leadership Program coordinated by Chief Minister's Department and delivered by Yellow Edge with support from IBM Business Consulting.

A diagrammatic representation of building leadership capability in ACT Health is attached.

Contact

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BUILDING LEADERSHIP CAPABILITY

