



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

November 2003

Department of Employment and Workplace relations (DEWR)

The Department of Employment and Workplace Relations (DEWR) is a dynamic, innovative and customer-focused organisation that contributes to strong employment growth and the improved productive performance of enterprises in Australia. DEWR is represented in all States and both Territories. Currently, the organisation employs around 2,100 people. Information on DEWR can be obtained from our website at <http://www.dewr.gov.au>

Background to Leadership Development in DEWR

Leadership is a key organisational capability for DEWR. A People and Leadership Statement and Departmental Values are used to guide leadership behaviour and as a basis for performance assessment. Enhancement of our leadership capabilities is a key priority and as a consequence, DEWR has implemented a suite of Leadership Development Programmes for its emerging, middle and senior management group. These initiatives include:

- SES Futures Forum;
- Career Development Assessment Centres.
- Executive Leadership Programme for identified employees from APS6 to SES1 level who have shown potential to further develop their Leadership capabilities into senior leadership levels;
- Middle Management Leadership Development for employees at the APS6 and EL1 levels wishing to develop and enhance their leadership and management related skills
- Supervisory Skills Development for employees assuming or about to assume a supervisory role.

Current Leadership Programmes

| Target Group | Program | Outcomes Sought | Comments/Providers |
|--------------|--------------------------------------|--|---|
| All SES | SES Futures Forum | Enabling and developing the SES to be more strategically focused on the challenges facing the department in the future. | Two day intensive seminar involving workshops and presentations. External facilitation and keynote speakers along with key internal stakeholders meet with all SES of the department to focus on key strategic issues facing the department. This helps develop senior leaders of the department in setting and shaping the operational focus of the department |
| EL2 | Career Development Assessment Centre | The focus of the programme is the identification of development needs of EL2s showing potential to develop into SES ranks. | Operated through the APSC. The CDAC is specifically designed for the APS using the Senior Executive Leadership Capability Framework (SELCF). These development needs and strengths are identified through a range of assessment activities. These included a 360 degree questionnaire mapped against the SELCF and a series of simulation activities designed to mirror typical challenges faced by senior executives |

| Target Group | Program | Outcomes Sought | Comments/Providers |
|---------------------|--------------------------------------|--|--|
| APS6– SES Band 1 | Executive Leadership | Enhanced high level leadership skill and business capability development for identified high performing employees. | Moving into its second year in 2004, the Executive Leadership Programme (ELP) Programme includes: <ul style="list-style-type: none"> • Sophisticated analysis of delegate’s developmental needs • Tailoring of Individual Development Plans for all delegates • Coaching and mentoring development • Six workshops of 2 to 3 days each on specific business and leadership capability development including: <ul style="list-style-type: none"> - Strategic Issues - Governance - Performance Management - Work / Life Balance - Talent Management - Leadership & Teams |
| APS6 – EL1 | Middle Management Leadership Program | <ul style="list-style-type: none"> • Enhanced understanding of leadership, within the context of the APS & DEWR • Demonstrate enhanced leadership and management behaviours in the workplace, particularly in relation to: <ul style="list-style-type: none"> ✓ Maximising team and individual performance; ✓ Influencing others; ✓ Managing change; ✓ Managing financial resources. • Identify opportunities to further develop their capabilities. | This is the current major program targeting staff at the APS6/EL1 level. The program is being delivered by Global Learning. The programme structure includes: <ul style="list-style-type: none"> • Pre-course work (including 360 degree) • 3 day workshop (skills development) • six weeks on the job—project work; on-line tasks • recall day—action planning |
| New Supervisors | Supervision Skills | Instilling practical supervision skills. | Provided by an external provider. Course is run over two days with the focus on exploring the range of issues facing new supervisors including: <ul style="list-style-type: none"> • performance • coaching • communication • managing conflict and difficult people |

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