



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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Department of Transport and Regional Services (DoTARS)

Organisational context

Our approach to leadership in DOTARS has been informed by several processes including our Staff Survey and staff focus groups. The Work Out / Work Up plan, which is the DOTARS workforce transition process recognises the continuing importance of learning and development for all staff.

A Learning and Development Taskforce was set up to develop recommendations on the future of learning and development in the department. Their recommendations included:

- Maintain our Investors in people accreditation
- Implement a mentoring and coaching programme
- Continue to encourage Plan on a Page, Results on a Page, and 360 degree feedback
- Promote the in-house Career Management Service.

Outcomes sought

The outcome DOTARS seeks is to be a *High Performing Organisation* and a *Great Place to Work*. This requires people management policies and practices that focus on developing higher performance through a values-based management approach.

To develop the capability of all our staff we need to provide them with the support and guidance they need so they are encouraged to take responsibility for their own development and build the individual skills needed to achieve DOTARS business objectives. We will do this by:

- Developing and promoting a new statement of learning and development that articulates the responsibilities, principles and practices we wish to encourage.
- Improving the capability of our junior APS level staff through developing a junior employee development programme that encompasses the current graduate programme and provides development opportunities for other APS 1–4 employees, to prepare them for APS 5/6 opportunities.
- Providing more opportunities for informal learning through knowledge sharing, mentoring and coaching, on-the-job training and mobility.
- Investigating how to retain high performers, to build our capability and for effective succession management.

The foundation of our approach to leadership in DOTARS is that leadership counts at all levels. We believe that leadership is a core skill that all staff need to nurture and develop. Key drivers for the development of our leadership initiatives include:

- All staff taking responsibility for their work performance;
- Improving productivity;
- Facilitating commitment to the organisation and enhancing the ability of all staff to contribute to DOTARS goals and objectives;
- Maintaining clarity of purpose; and
- Retaining and valuing key performing staff.

Programme structure

The successful Leading in DOTARS programme was concluded in May 2003. The 3-day programme was targeted at all staff in the department and conceived to realise the corporate priority of *promoting leadership at all levels and improving our people development to enhance our individual, team and corporate capabilities*. The programme targeted leadership and citizenship, interpersonal relationships and skills, communication techniques such as feedback and listening, teamwork and building.

A pilot mentoring programme was administered by the Regional Programmes and Transport Programmes Divisions. Evaluation was favourable and consideration is now being made to the future implementation of the programme in line with DOTARS' greater learning and development framework.

A strong emphasis continues to be placed on Graduate Development Programme.

Contacts

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