



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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Geoscience Australia

Organisational Context

Geoscience Australia's Strategic Plan emphasises the value of developing Geoscience Australia staff through its second strategic goal:

'(to) Improve the capability of our organisation and staff'.

Geoscience Australia has further developed that goal through its People Management & Development Strategy 2003–2005. This includes a Learning and Development Strategy, which emphasises leadership development and its links to succession management.

Leadership Development

Geoscience Australia's investment in leadership training has been ongoing but highlighted in its importance through the workforce planning data that is annually collected.

Current strategies for leadership development are:

- an intensive 12 month graduate development program with a focus on leadership
- Executive Coaching with a panel of coaches for nominated senior managers; and
- A leadership development program aimed at the third management tier of the organisation, the '3T' Program.

The '3T' Program

The 3T program comprises 12 months of individualised learning for selected participants. It will include:

- Assessment of skill gaps and potential
- A blend of core management seminars/workshops
- An individualised learning program with coaching support
- Opportunities for participants to undertake experiential learning to build on the development of required skills and behaviours.

Target Group

The target group is typically a 'project leader' or 'director'. The cohort is approximately 70 staff who range from APS6 through to EL2 levels. The first group will consist of a selected group of 10–12 staff, essentially potential leaders.

Commencement

The program is due to commence February 2004.

Contacts

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