



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 the Treasury

Background

The Department of the Treasury is a government policy advising organisation with approximately 750 staff, almost all of whom are located in Canberra.

Treasury's Management Model clarifies roles and accountabilities, as well as the leadership structure for the Department. The Work Value Matrix, an integral feature of the well-embedded Performance Management System, encourages and facilitates assessment of leadership at all levels.

Various opportunities are offered to staff at all levels to further develop leadership skills.

In particular, a comprehensive EL2 Leadership Development Program was implemented during 2000/2001 to enhance leadership skills to complement the new management arrangements, flatter structures and devolution of work responsibility.

Following the success of this Program an Executive Level Development Program (ELDP) was developed and tailored to the needs of the organisation. This was implemented in July 2003.

Target Group

The target group for the ELDP is all EL1 and E2 staff within Treasury who did not attend the previous EL2 LD Programs. From an organisational perspective, the EL group is pivotal to the achievement of Treasury's goals, and it is therefore critical for individuals to be skilled leaders and managers in their current and future roles, regardless of whether their role is mainly technical or non-technical. The more formal learning in the ELDP complements existing development opportunities, and the informal learning and development that takes place in the workplace.

Two ELDPs were conducted over a five month period with two more Programs scheduled for the remainder of the financial year. Each ELDP caters for 20 participants.

Desired Outcomes

The main objective of the ELDP is to provide a comprehensive range of development opportunities for ELs in Treasury to manage succession planning and to further build on people's skills in their management and leadership responsibilities.

It is intended that the Program will further develop knowledge and skills in areas identified in performance appraisal and career development discussions, consistent with Treasury's work level standards and the APS Commission Senior Executive Leadership Capability Framework. In general, it is expected that the Program will assist ELs with the performance of their current and future roles.

Program Structure

Existing programs have been researched and groups of Treasury staff have been consulted about the overall design and content of the Program. The Program is sequential in nature and consists of a (usually residential) core module on 'Leadership and Managing' and six additional modules which focus on specific areas (Coaching Skills, Teamwork, Output and Risk Management, Project Management, Influencing Skills, Strategic Thinking to Operational Planning) and build on the core module. In addition, there is a small self-improvement project for each participant to complete. It is expected that participants will attend all modules.

General Comments

Initial evaluations indicate that the Program has been very successful and has had an organisational impact. Demand for subsequent Programs is strong with General Managers involved in selecting participants.

Contacts

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