

# Senior Executive Leadership Capability Framework



## Using the Senior Executive Leadership Capability Framework - Examples

For informing the recruitment and selection process	For induction and orientation	For performance management and development	For career planning and development
<ul style="list-style-type: none"> <li>Review any pre-existing documentation for the relevant role.</li> <li>Determine the most important descriptors from each of the five capabilities. Not all descriptors may be relevant for every position - choose those that are critical in being able to operate effectively in that role.</li> <li>Use these capabilities and the supporting behavioural descriptors to identify key requirements for the role.</li> <li>The behavioural nature of these capability descriptors helps managers conduct behaviourally based interviews and assessments for job selection. Use the behavioural descriptors to develop interview questions. For example an interview question relating to 'Shapes Strategic Thinking' might be:               <ul style="list-style-type: none"> <li><i>Please tell us about a time when you ....? What was the situation? What was your role/task? What was the outcome/result? What did you learn? Would you do anything differently?</i></li> </ul> </li> <li>Include one or two technical skill sets that support the capabilities by choosing those that are most closely related to the key requirements/ responsibilities for the individual job.</li> </ul>	<ul style="list-style-type: none"> <li>The Senior Executive Leadership Capability Framework encompasses many of the cultural aspects of the organisation.</li> <li>As part of a new Senior Executive induction and orientation, use the Framework:               <ul style="list-style-type: none"> <li><i>as a resource to help SES and equivalents to understand what will be expected of them at their level; and</i></li> <li><i>requirements to excel in their job; and</i></li> <li><i>progress their career in Tasmanian State Service.</i></li> </ul> </li> <li>The Senior Executive Leadership Capability Framework is especially important in the induction context.</li> </ul>	<ul style="list-style-type: none"> <li>The capabilities need to be considered in the context of how key outcomes agreed in the performance management and development agreement are going to be achieved. For example, a key outcome might be:               <ul style="list-style-type: none"> <li><i>Improve client service approaches in consultation with business areas.</i></li> </ul> </li> <li>There will be one or two capabilities that are more critical in achieving this outcome. In this example, working relationships and communication will be fundamental in getting the best result.</li> <li>Behavioural descriptors for these capabilities should be checked and discussed. Staff and managers will need to agree the current level of staff member's skill around these capabilities.</li> <li>Performance Management and Development discussions can focus on the application or development of the required capabilities to meet performance expectations and achieve the outcome.</li> </ul>	<p>Senior Executives should:</p> <ul style="list-style-type: none"> <li>Use the Leadership Capability Framework to get an overall understanding of the requirements and gauging their own level of capability.</li> <li>Review their capabilities and technical skill requirements for your existing role and assess your own level of capability and whether you require further development to meet these requirements.</li> <li>Identify any capability gaps you may have against the requirements of the role.</li> <li>Research learning and development options to improve capabilities or skill sets.</li> <li>Develop an individual development plan (usually in conjunction with your manager) and/or talk to HR / Organisational Development people about opportunities that may be available. For example               <ul style="list-style-type: none"> <li><i>Agency specific leadership programs</i></li> <li><i>ANZSOG programs</i></li> <li><i>Public Sector Management Program</i></li> <li><i>Executive development</i></li> <li><i>Mobility and Rotation opportunities.</i></li> </ul> </li> <li>Identify any learning needs to help you achieve career aspirations.</li> </ul>