A Framework to strengthen management and leadership in the Tasmanian State Service

2012 Report

Phase 2
Imagine a State Service where:

- A clear framework and approach to “development” was shared and understood by all.
- A broad range of quality programs to complement and support Agencies were readily available.
- Managers had the required capabilities (knowledge, skills and abilities) to perform their roles.
- Aspiring leaders have a chance to learn, share, lead and reflect on leaderful practices.
- Newly appointed managers had a unique program to help them settle into working in the State Service.
- Development solutions are accessible and learning pathways are known and understood.
- Newly appointed Senior Executives are supported and encouraged to grow, learn and succeed.

...and all the current SES were mentors.

Shaping our workforce for the future...

Imagine...
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Executive Summary

This report contains a review of management and leadership in the Tasmanian State Service (TSS) through conversations with all Heads of Agency. It also reflects the challenges, trends and current practices and activities occurring and the emerging need to explore opportunities at a whole-of-government level.

Governments throughout the world and locally are dealing with the implications of an ever more global and integrated world. Governments today face an increasing number of complex problems, problems that require new and innovative approaches; new ways of working and leaderful public sector leaders. A diverse range of factors are therefore impacting on our management/leadership capabilities and point to development as an extremely high priority.

Agencies will be increasingly required to collaborate and work across boundaries and in doing so successfully, requires an integrated and coordinated approach and attention to the range of human capital issues including management and leadership development; performance management; talent management; employee engagement and succession planning. To meet these challenges – the TSS needs to strengthen the management/leadership capabilities of its workforce.

The Premier’s Address to the Senior Executive Service (SES) on 24 April 2012 emphasised the importance of leadership development across the whole of the Tasmanian public sector:

In these times we need leadership that gives people permission to do things differently. We need leadership that lets people try things, and learn from their mistakes. And we need leadership that gives others the space to lead. There is evidence that staff are more influenced by their immediate supervisors than those further up the line. They look to those people to interpret messages coming from senior leaders. So it is important that the leadership skills of our managers and supervisors throughout the service are of a high standard. Staff must be supported to develop these skills and capabilities not just through training but through coaching and mentoring. I am keen to see every agency promote and support programs that encourage leadership development across the State Service. As leaders of our State, I need you to join me on the journey to help guide Tasmanians through these tough and challenging times…I want us to work together to take on this task with passion and determination to make a difference…”.

A scan of the academic literature and conversations with Heads of Agency reveal that there are challenges and opportunities. The paper reviews the challenges and opportunities and suggests a way forward.

For governments to manage out effectively and be high performing organisations, they will therefore need appropriate organisational structures; capacity and a workforce with ability to embrace new behaviours (qualities and skills) and ways of working and action towards outcomes. This suggests that organisations with strong leadership cultures are leaders in their field and create more value for the community.
Recommendations

Suggested short term strategies from conversations with Heads of Agency

1. Research, map and report on all current agency leadership and manager development programs/modules for consideration by the Management & Leadership Project.

2. Develop and implement a contemporary, high quality Manager Development Program for the TSS, targeting current managers and emerging managers transitioning into a management role.

3. Develop and implement a Talent Development Framework and Program initially focusing on a Top 50 cohort to support agencies to identify and develop their emerging leaders.

4. Develop and implement a Mentor Program that encourages SES 3 to SES 5 to share expertise, values, skills, perspectives and experiences with lower level mentees eg SES 1 and 2s.

5. Add a regular agenda item to the monthly Head of Agency meeting to explore opportunities for Rotation & Mobility for aspiring Senior Officers.

Suggested medium term strategies from conversations with Heads of Agency

6. Develop a contemporary SES Capability Framework.

7. Establish management and leadership development as a standing item at the monthly Head of Agency meeting with a sub-group to be responsible for driving the Agenda.

8. Encourage development opportunities for agency staff, managers and leaders by utilising them in PSMO/TTC or cross-agency projects.

9. Increase the data and measurement of management and leadership activity, programs and performance.

Suggested longer term strategies for whole of government collaboration and co-operation

10. Establish a whole-of-government Organisational Development Group that supports agencies to develop managers and leaders in the TSS and includes amongst other things:

   - Builds a collaborative approach to the design and production of management and leadership initiatives that promotes efficiencies and economies of scale.

   - Promotes the use of agency Performance Management Systems to engage talented employees and assess their aspirations and potential for future management/leadership positions.

   - Promotes the shared development of a comprehensive resource, containing guides/tools and a New Managers Induction Kit to support managers to build a shared understanding of what it means to be a manager in the TSS (both new and existing) and to assist them to undertake their management responsibilities effectively.

   - Develops a multiple learning pathways matrix that identifies a range of developmental pathways eg in-house; accredited; non-accredited; tertiary.
Introduction

Focus of this internal report
This report reviews the activity that is occurring in the management/leadership space in the TSS based on conversations with Heads of Agency.

Research suggests that organisations with strong leadership cultures are leaders in their field and create more value for the community. Departmental Secretaries therefore remain pivotal figures and they shape the work and culture of the departments in which they lead. In addition, Heads of Agency as a collective group are pivotal to whole-of-service leadership capability and development.

The aim of the report is to capture and harvest the Heads of Agency conversations and to consider the implications for management and leadership going forward.

Background context
All governments are facing pressures and challenges (ageing population; economic crisis; cuts in public expenditure; devolution of responsibilities; more prominent citizen involvement in delivery of public services) to improve economic and social outcomes through citizen involvement and finding new ways of creating public value through working and delivering services differently.

These are complex challenges which we observe our managers/leaders and agencies are facing and which have implications for management/leadership thinking and practice. These changes bring with it the need for strong management/leadership capabilities, in particular:

- strengthening the capacity of the public service practitioners to provide strategic, big picture policy and delivery advice that addresses the most difficult complex policy challenges;
- sharing the design and delivery of services in equal partnership with citizens through co-production requires building relationships and breaking down the siloes; fragmented approaches and old ways of working;
- creating public value for citizens by being outcomes focussed and citizen centric;
- delivering services effectively and efficiently to citizens through driving effective policy execution in tight timeframes; and
- increasing the focus on management fundamentals but importantly recognizing that leadership capability and management capability are very interlinked.

Agencies are increasingly required to work across boundaries. To do so successfully requires an integrated and coordinated approach to management and leadership development. It is therefore important that the skills of our supervisors, managers and leaders throughout the service are of the highest quality, today and tomorrow.

We know that 80% of SES are in the cohort of 45 years of age upwards and are able to therefore retire in the next 10-15 years. The TSS must therefore grow more managers/leaders over a larger terrain and to do this will require a whole-of-government approach towards human capital development - encouraging and motivating the workforce to develop appropriate capabilities. Future managers/leaders need to be identified, trained and tracked in their capabilities.
Major challenges facing the State Service

An initial desktop review by Public Sector Management Office (PSMO) found that there are a number of challenges/opportunities requiring a response. These include:

Existing workforce risks

- ageing demographics of SES and succession planning approaches;
- supervisory and management skills deficiencies in agencies;
- greater awareness and commitment to existing people and leadership development opportunities;
- induction for new manager levels commencing in the State Service and SES Officers.

Whole of Government opportunities

- a clearer statement that articulates what it means to be a State Service employee;
- a better and shared understanding of what good leadership looks like (capabilities – knowledge, skills and behaviours of leaders) in the State Service;
- a shared whole-of-government framework for leadership – a systemic/cumulative model;
- a series of co-ordinated leadership programs and initiatives across agencies;
- an opportunity to develop a sustainable funding model for leadership development;
- a diversity of training programs; outcomes and evaluation processes;
- a suite of information to guide individuals to identify areas of strength and areas for development;
- systemic evaluation of leadership investment;
- clearer development partnerships for example, what is agency role; PSMO & agency role; and PSMO role as a central agency; and
- clarity needed around the roles and responsibilities of agencies; PSMO and agencies; PSMO; and Secretary, Department of Premier and Cabinet (central agency) in the management and leadership contexts.

Increasing competition for talent

- a robust system for identifying and developing potential leaders; and
- a matrix illustrating the diversity of pathways for leadership development.
Heads of Agency Discussion Report

Methodology

Following PSMOs desktop review and discussion paper, three Heads of Agency – Norm McIlfatrick, Darren Hine and Kim Evans met with all other Heads of Agency across the TSS and asked questions about the leadership challenges, trends, current practices and opportunities for improvement.

The discussions posed six questions regarding management/leadership in the TSS focussing on culture, planning; challenges; identifying future leadership and what, if anything should be done at a whole-of-government level.

The questions were as follows:

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<thead>
<tr>
<th></th>
<th>Question</th>
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<tbody>
<tr>
<td>1</td>
<td>What is your agency currently doing in the management/leadership space?</td>
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<tr>
<td>2</td>
<td>How do you measure your organisational climate?</td>
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<tr>
<td>3</td>
<td>What has worked well? Is there anything you would do differently?</td>
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<tr>
<td>4</td>
<td>What have been some of the challenges for your agency and where could leadership development help?</td>
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<tr>
<td>5</td>
<td>What are your thoughts about how we build our future leadership development across the Services – issues, priorities, target audience and ideas.</td>
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<tr>
<td>6</td>
<td>What do you think should be done at a whole-of-government level?</td>
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Findings

These meetings highlighted that management learning and development has been occurring in most agencies with a recent focus on people management and leadership domains. However, budget constraints have curtailed programs in most agencies. Whilst most programs are agency specific, there are common elements and it was acknowledged that opportunities exist for a shared effort across agencies.

All Heads of Agency recognised that leadership development is a key obligation, however they acknowledge there is limited cross-flows and collaboration and hence there is room for a more consistent approach across the State Service.

Whilst significant activity is occurring in the leadership domain, concern across the board was expressed about the under developed supervisory and management capabilities, particularly in first time managers.

Into the future, the TSS faces substantial risks – including an ageing workforce, competition for talent and the potential retirement of senior leaders – especially in the SES cohort.

The following section of the paper provides a detailed synopsis of conversations with Heads of Agency. A snapshot summary of ‘what was heard’, ‘what was suggested needs to be done’ and ‘cross flows – how agencies, PSMO and TTC can help’ is provided at Attachment 1.
Summary of Head of Agency conversations

Department of Economic Development, Tourism and the Arts

<table>
<thead>
<tr>
<th>Context and what is happening</th>
<th>Suggested opportunities</th>
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<tbody>
<tr>
<td>• Learning and Development budgets are in place – however, people are too ‘busy’ and not taking training – this is a theme occurring.</td>
<td>• We need leadership at next levels Band 8, SES 1 and 2s.</td>
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<tr>
<td>• Performance Management system in place – 100% people doing PPP’s. Development needs from PPP goes into a ‘register’ of development needs.</td>
<td>• TSS requires a <strong>foundation program to fill the gaps in Management 101 training</strong> – these gaps need to be filled before leadership training can occur. The ‘base’ needs to be fixed first to steady the ‘ship’.</td>
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<tr>
<td>• Last year of Jim Grant program now completed (Leadership Essentials) and Myer-Briggs tool used.</td>
<td>• Opportunities to <strong>rotate</strong> should be used more proactively – with WoG relevancy eg Deputy Secretary vacancies – don’t just temporarily fill from within – test the wider group of Deputy Secretaries.</td>
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<tr>
<td>• Through WRIP / TVRs this has created a gap in middle management areas leaving a gap in knowledge and skills sets (Management Basics, 101, foundation) of those coming up levels.</td>
<td>• <strong>Formal Mentoring Program</strong> is required eg 233 SES + Band 8’s – total cohort about 500+</td>
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<tr>
<td>• “Be Brave” course and “Resilience” training program promotes Values.</td>
<td>• Deputy Secretaries group – key leaders require a <strong>developmental pathway</strong>.</td>
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<tr>
<td>• Values based organisation – includes Tourism, TMAG and Arts.</td>
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<tr>
<td>• Organisational values support leadership approach.</td>
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<tr>
<td>• Make a real difference</td>
<td>Act with integrity</td>
</tr>
<tr>
<td>• People have been ‘developing’ in-house, but nothing through TTC.</td>
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<td>• Agency utilises Pulse Surveys to gain insights.</td>
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## Department of Education

### Context and what is happening

- Agency has 85% of its employees’ education; 8% Corporate Services and 3% LiNCs/Libraries across two sectors schools / non-school based.
- Biggest professional group is Principals – equivalent to Band 8 – first level of senior management.
- Creation of Professional Learning Institute (PLI) to be based out of Rokeby Police Academy – focus on education staff followed by corporate services and other non-school staff (LiNCs, Library).
  - Proposed Budget for PLI is $6-$7m (all training budgets now put into this pool of money). Focus first year is professional / academic staff. Within three years cater for all Agency.
  - Rokeby Police Academy infrastructure will be used to operate PLI. Recently ran a 3 day course for 80 people at Academy – successful.
  - The PLI will deliver all forms of professional development across education to ensure consistency of approach.
  - Adult Learning Standards and Principals Standards for leadership are currently being developed (more info required).
  - Will utilise some of Police Leadership Training – eg Risk Assessment
- Costly to send staff to ANZSOG conferences interstate - not supported
- Senior Executive Program – all SES in DoE
  - Training Program – CSE contracted – includes international speakers
  - Four times per year have a ½ day Senior Leadership / ½ day Principal Network Leaders meet
- Corporate Staff Leadership development - Corporate Managers & Leaders – 15-20 people.
  - Includes Leadership development and management 101, induction.
- Schools – don’t always relate to Corporate, Principals – they have four forums per year.
- Libraries and Polytechnic also run leadership development and management programs.
- Linkages to Performance Management System

### Suggested opportunities

- All Agencies could utilise the infrastructure at Police Academy for training and development (parking, accommodation, wet areas, BBQs, catering services).
- **Whole-of-Service Induction Process** for all new employees (needs to be accepted protocol for employment) – online facilities.
- **Management Basics/fundamentals** is required across the Service.
- The Service should be adequately preparing people for **succession planning**.
- **Exchange opportunities** for Deputy Secretaries / SES level required.
- **Succession Planning** program.
- **Talent Identification** – people who want to be Deputy Secretaries/HoA – identify 20 to 30 people across the Service and put through a structured program.
- **Leadership 101 Program** needs to be delivered in Tasmania.
- Address ‘cost’ to development eg ANZSOG programs.
- Broader whole-of-government institute required.
In June 2009, after a decade-long hiatus, DHHS incrementally activated a multi-pronged Management and Leadership Development Program.

Currently DHHS has a Management and Leadership Development Program Framework – Shaping our Workforce, Supporting Our Managers and Leaders. Its content has a ‘health and human services’ focus.

- Foundation Program – for middle and front-line managers consists of a three day Foundation Course followed by structured workplace activities. Five core Course themes


  Workplace activities include shadowing, coaching, action learning and a workplace project.

- University Pathway - Academic program - UTAS Health and Human Services (Management and Leadership) – Grad Certificate through to Doctorate level. Units from a wide range of disciplines.

- Two-year Graduate Trainee Program: includes Health Management, Human Resources, Finance and Policy. Participants also expected to complete a post-graduate degree.

- Senior executive and senior clinical (medical, nursing, allied health) components

- On-request service-specific management development sessions provided eg in Tasmanian Health Organisation South ‘Delivering on Results’

- Pre and Post Survey Evaluations undertaken on DHHS Management and Leadership Program; also DHHS participates in OSSC Survey.

- DHHS also working with Health Workforce Australia to develop a national health leadership framework.

- Planning to use the Australian Institute of Health Management (AIHM) in partnership with UTAS to educate and train future health professionals/future executives in leadership roles – 4 year investment. Talent Identification process for AIHM/UTAS education and training – target those with intelligence and will.

- Performance Management Framework exists and cascades through organisation – however, acknowledge there are implementation issues with CEOs.

**Suggested opportunities**

- **Exchange/Rotation program** for SES positions – especially into Treasury and Crown Solicitors office.

- An opportunity for **SES exchange programs/mentoring, shadowing, action learning**.

- Opportunities for **inter-jurisdictional exchanges**.

- Open up the **DHHS Foundation Program** to other people across agencies at marginal cost. Albeit, wouldn’t want to make the program ‘too generic’ and lose ‘health and human services’ focus.

- Recognition of the need to bridge the clinician/manager divide.

- A **two-pronged integrated model** should be developed – individual agencies develop leadership on a sectoral basis – central agency to take the lead on an inter-sectoral governmental level, particularly targeting board members, CEOs and SES.

- **Greater coordination in the use of visiting speakers/experts**.

- **Consistent Induction Program** - what it means to be a public servant.
## Context and what is happening

- **Initial leadership program 2008 to 2010** involved 60 senior managers from Secretary down to Band 7, 8 Level. Modules included:
  - Self-Awareness (Emotional Intelligence 360 and Management Style Indicators)
  - Business Acumen
  - Team Development
  - Communication and Change
- **Current Leadership Program** – involves a further 60 people (20 people in 3 groups), including new Senior Managers and other team leader roles at Bands 6, 7 and 8.
  - Seen as essential for employees with staff management role. Some positions reserved for emerging leaders identified by Performance Development process
  - Modules delivered by panel of external providers (2 local and 1 interstate) with each module involving two days delivery. Providers are conversant with content of all other modules.
  - Modules include:
    - Self-Awareness (360 Leadership Style Indicator and emotional intelligence)
    - Team Leadership
    - Communicating with Influence
    - Change Management
  - Participants to keep a homework diary and have access to mentors from initial program
  - Aiming to have modules accredited in longer term, and potentially required to be ‘desirable qualifications’
  - Undertake annual Pulse Survey and Performance Management and both processes have informed the professional development approach.

## Suggested opportunities

- **Rotation of SES / Senior Officers** for experiential learning opportunities
- **Sponsoring** other people from other agencies to undertake management essentials training – cross fertilisation
- **Develop Management 101 Program for WoG approach** - significant gap in management 101 skills appears to be across Agencies from conversations with all HoA.
- **Band 8 / SES – a formal training program in management, leadership** required (eg VDLC)
## Context and what is happening

- Complex Agency with uniformed staff, prison, courts, statutory bodies which are operationally very different.
- Limited management and leadership development occurring in Agency as a result of budget constraints.
- Training budget in Agency has been devolved to outputs. Outputs are however not spending on professional development/training.
- Agency doesn’t have an internal survey mechanism eg Pulse.
- Performance Management system being implemented across the Agency. Training has been provided to a significant number of managers and supervisors with staff awareness sessions being held concurrently. The Performance Management strategy is underpinned by a comprehensive suite of 6 policies under the overarching name of Department of Justice Performance Management Strategy available on the Departmental intranet.
- A number of outputs have commenced the system with all their staff.
- The TPS has designed a prison specific performance management system which will be implemented in the near future.
- The new business planning policies will incorporate the full use of the performance management system as part of all outputs business plans.
- It should be noted that the Performance management system integrates with the Corporate plan, individual business

## Suggested opportunities

- Support **WoG consistent approach** to management and leadership development.
- Starting point is a very clear **SES Capability Framework**. (APS Framework a good model) - clear, succinct and understood by all and applied across the Service and demonstrated at all leadership levels.
- Develop middle managers - supervisor, **management program**. Source in-house training and use expertise within TSS eg HoA, Deputy Secretaries, SES.
- **Senior Management Leadership Development Program** focussed on self-awareness; self-discovery.
- **Tailored Leadership Development program** for upper levels (SES).
- **Online technology** to support people at lower levels.
- **Pathways matrix** – to demonstrate if you want to be at a certain level then this is what is required is clear and spelt out.
- Offer **rotation of SES / Senior Officers** for experiential learning opportunities.
- **Mentoring & Coaching** programs - links to Business and community, social responsibility eg Rotary.
- All **HoA collectively make decisions about “Top 50” leaders**. Assessment methodology/criteria established; establish process; robust; transparent.
## Context and what is happening

- Two distinct leadership programs – Promotion Programs and Leadership Workshops
- Promotion programs – structured qualification programs
  - Inspector Development program (6 weeks full-time) – Graduate Certificate of Police Studies through UTAS
  - Sergeants Development program (4 weeks) – Credit Granted towards Bachelor of Social Science (Police Studies)
  - Front line supervisors (3 weeks)
- Each of those has an aspect of leadership as part of component. People management and leadership skills/issues (more detail provided in Inspector Development programs).
- Leadership workshops
  - Supervisor leadership workshop - 2 days duration
  - Pre-cursor to Sergeants course
- Inspectors or Senior Management Leadership Program – 2 days
- Workshops with TSS personnel – ½ day workshop – introduction to leadership / ethics.
- External presenters on the promotions programs to deliver part of the course.
- Workshops are all delivered in-house.
- Also have links with:
  - Australian Institute of Police Management – AIPM (Based out of Manly, NSW): Police Executive Leadership and Police Management Development Programs.

## Suggested opportunities

- **Rotation program** – participants gain benefits and insights into WOG operation
- **Capability Framework** - (Capability Profiles were developed for Tasmania Police in 2011 – a copy of the document is available).
- **Develop Management 101 Program** for WoG approach - significant gap in management 101 skills appears to be across Agencies from conversations with all HoA.
Leadership culture and approach in DPAC has developed over the last four years. Focus for approach was to ensure clarity of purpose was understood by all and that it engaged staff.

New leadership group established – was Corporate Management Group – now called DPAC Leadership Group (DLG) which comprised all Business Unit Managers (mostly SES members).

This group initially explored leadership skills which were delivered by a range of providers (e.g. 360, Leadership Styles, etc.). Program was patchy but grew over time.

**Progress to date includes:**

- 2008 Pulse Check raised issues about leadership skills and from this the DPAC Leadership Development Program was developed.
- DPAC Leadership Program is aimed at improving our leadership capability and related skills. To date, four Groups have been put the program. The DPAC Leadership Development Program includes a series of ½ day sessions, internally delivered, thought-provoking seminars spread over the year. 2 x Coaching sessions provided.
- Organisational Values were developed. A lot of work involved in developing the values.
- Formalised and developed new Corporate Planning and Budget cycle.
- Performance Management Plans have been developed and implemented across the Agency. Performance issues now being addressed. Noted that SES had skill gaps in management, e.g. HR issues – having performance conversations with staff. This has now been addressed.
- Performance Measurement identified in Corporate Plan. A lot of work has already been developed to ensure performance measures are documented.
- Internal communications program has facilitated the Pulse Survey across three elements – leadership, communication, general satisfaction.

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<td>• Leadership culture and approach in DPAC has developed over the last four years. Focus for approach was to ensure clarity of purpose was understood by all and that it engaged staff.</td>
<td>• We need to provide our SES with greater opportunities – e.g. top 20 to 50 who might be next Deputy Secretaries. Explore ANZSOG, EFA, EMPA further and explore other avenues e.g. Crawford School of Public Policy.</td>
</tr>
<tr>
<td>• New leadership group established – was Corporate Management Group – now called DPAC Leadership Group (DLG) which comprised all Business Unit Managers (mostly SES members).</td>
<td>• A more formalised approach to management development is required – particularly Bands 6 and 7 and 8 is warranted. Middle and emerging managers – pathway to more formal management program.</td>
</tr>
<tr>
<td>• This group initially explored leadership skills which were delivered by a range of providers (e.g. 360, Leadership Styles, etc.). Program was patchy but grew over time.</td>
<td>• Secretary recruitment – mix of developing ‘home grown’ with injection of external expertise.</td>
</tr>
<tr>
<td><strong>Progress to date includes:</strong></td>
<td><strong>Merit Principle – needs to be reviewed</strong> in light of succession planning as the two concepts work counter-intuitively.</td>
</tr>
<tr>
<td>• 2008 Pulse Check raised issues about leadership skills and from this the DPAC Leadership Development Program was developed.</td>
<td>• Remuneration Framework – Band 8, 9 and SES 1 - explore with Treasury – Martin Wallace.</td>
</tr>
<tr>
<td>• DPAC Leadership Program is aimed at improving our leadership capability and related skills. To date, four Groups have been put the program. The DPAC Leadership Development Program includes a series of ½ day sessions, internally delivered, thought-provoking seminars spread over the year. 2 x Coaching sessions provided.</td>
<td>• More structural Mentoring process required.</td>
</tr>
<tr>
<td>• Organisational Values were developed. A lot of work involved in developing the values.</td>
<td>• Coaching Handbook – Jim Grant book. Handbook has been invaluable for demonstrating coaching principles – very practical in nature.</td>
</tr>
<tr>
<td>• Formalised and developed new Corporate Planning and Budget cycle.</td>
<td>• Cost issues for coaching need to be addressed.</td>
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<td>• Performance Management Plans have been developed and implemented across the Agency. Performance issues now being addressed. Noted that SES had skill gaps in management, e.g. HR issues – having performance conversations with staff. This has now been addressed.</td>
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### Context and what is happening

- The Executive have committed a considerable amount of central funding to the program over the next three years.
- An agency-wide learning and performing culture is being promoted through DPIPWE’s “Learning Community” initiatives such as the Leadership Program aligned to a robust performance management model.
- The Leadership Program has a number of components framed by DPIPWE’s six leadership behaviours used in the PMR model. The program includes:
  - Essential Training topics being OHS Leadership; Stop Bullying & Harassment; and Mental Health Awareness for Managers.
  - Foundation (compulsory) topics being Performance Management; Communication and Relationships; Leading Change & Innovation, and Ethics, Discrimination, and Diversity.
  - Elective topics being a choice of Performance Management (extension), Strategic Thinking and Decision Making; Coaching for High Performing Teams; Emotional Intelligence self-reflection; applied Work Psychology for self and others; and Mentorships.
- Manager Induction is also a component of the Leadership Program and will include “Just-In-Time” intranet resources and a series of ongoing accountability awareness sessions for managers.
- Delivery is a blended approach adopting 70:20:10 principles: each topic has self-directed learning, online resources, a workshop, learning groups, a virtual classroom (being evaluated), and on-the-job application and cross-divisional projects (i.e. performing).
- The Leadership program has a focus on two participant groups – the current “Senior Management Group” being division, branch and section heads; and an “Aspiring Leaders Group”.
- Aspiring leaders are from any classification level or vocation, and nominated by their manager or self-nominated but need to be supported and assessed for suitability by their Manager.

### Suggested opportunities

- **Targeted approach** by investing in:
  - “Aspiring leaders” (people with relevant career aspirations, demonstrated engagement with State Service / department, consistent good performance, and potential), and
  - Middle to senior managers (who influence workplace culture).
- **Develop “Management 101” for whole-of-government** as a significant gap in management skills appears to exist across agencies from conversations with all Heads of Agency.
- **Central forum or committee for all agencies** to have ongoing input into direction, content and delivery of State Service development programs and initiatives that complement agency-based leadership programs.
- **Agency leadership program** to provide a pipeline of participants for a potential whole-of-government Senior Executive Service “aspirants program”.
- Opportunity to work on **cross-agency projects** to develop leadership capability in State Service using 70:20:10 principles under guidance from mentor and/or coach.
**Context and what is happening**

- Currently running a program entitled the Leadership Toolbox.
  - Aimed at team leader level (Bands 4-6).
  - 19 employees have undertaken the program aimed at extending their leadership and influencing skills. Includes an efficiency project and incorporates a presentation to Treasury’s Learning and Development Committee; and a leadership panel forum.
  - A further leadership toolbox offering scheduled for this financial year. Given budget restraint we are unable to offer any substantial leadership development at the more senior levels.
- An established framework of leadership development which is aligned with our values framework at three levels which include:
  - **Leadership Toolbox (Bands 4-6)**
    - A foundation building, baseline platform for team leader level and may also include those who do not directly supervise staff but who may be seeking to extend their leadership and influencing skills.
  - **Leadership Pipeline (Bands 7&8 some 6’s)**
    - First piloted in 2007, then 2008 and 2010. 48 employees have completed the program. The aim has been to encourage and develop a new generation of Treasury leaders as well as enhance leadership skills.
  - **Leadership Extensions**
    - Delivered in 2006-07 and 2009 with twenty two employees completing the program. The program was aimed at those already in senior management roles with a focus on achieving an alignment of the desired leadership style within the values framework.
- Organisational climate - currently utilise the People Directions Survey, incorporating a range of Treasury specific questions under Tier 3 of the annual questionnaire.
- **Manager/Supervisor Fundamentals Program**
  - A series of different offerings including workshops on State Service Act for Managers/Managing People/Performance Reviews/OHS/bullying and harassment and Merit.

**Suggested opportunities**

- Greatest value add would be to have higher level management/leadership course provided as a WoG strategy. Agencies are well placed to cater for up to Band 7s, but above this there are networking, talent management and economy of scale benefits in moving to a WoG scenario.
- Believe that a WoG strategy would mean that we could source a higher calibre of provider/s that could leverage the strategic leadership aspects as well as the emotional intelligence, team leadership and change management aspects. Such a strategy would also have the effect of improved networking between agencies at the senior levels.
- Impressed by the Victorian Public Service Leadership Framework designed by Victorian Leadership Development Centre (VLDC model), with its component of Talent Management, and its individual, highly tailored experiential approach. However, there might be an interim step required before moving into an equivalent type of focussed individual strategy i.e. there is possibly a more immediate need to run a larger number of senior managers across the TSS through a leadership program to improve general bench strength first.
- There is certainly a need for a systematic WoG approach to providing consistent executive development that is supported by all Secretaries i.e. a business critical strategy driven by its leaders based on a common vision.
- Use in having an across Agency Strategy – eg Leadership Pipeline program.
- WoG Transition Projects eg Energy / Forestry – useful in having exchanges across government.
The role of PSMO and The Training Consortium (TTC) in management/leadership development

<table>
<thead>
<tr>
<th>Context and what is happening</th>
<th>Suggested opportunities</th>
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<tr>
<td>• Ministerial Direction 26 – Managing Performance in the State Service</td>
<td>• Welcome to <em>New Managers Toolkit</em></td>
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<tr>
<td>• Public Sector Management Program - The PSM Program is a unique national leadership program for mid-level managers from across all tiers of government,</td>
<td>• Talent Identification process/program</td>
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<tr>
<td>• The Training Consortium offers an extensive range of management courses.</td>
<td>• <em>Management Skills 101 Program</em> (to be developed) (applicable to “whole of government”) over x number of months that is delivered within Tasmania with local and national speakers.</td>
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<tr>
<td>• The Training Consortium also offers leadership development through the Australian and New Zealand School of Government (ANZSOG).</td>
<td>• PSM Program - flagship leadership development program firmly on the ‘radar’ of all agencies as a complementary program to leadership.</td>
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<td>• Matrix identifying learning pathways.</td>
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<td></td>
<td>• Comprehensive <em>WoG Framework</em> developed – SES Capability; Leadership Development; Talent Identification and Partnership approach.</td>
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The work of PSMO and The Training Consortium is designed to *supplement and support* agency / departmental efforts.

Following PSMOs desktop review and the Head of Agency conversations, broad recommendations have been made to address identified gaps in how the TSS develops its managers and leaders.

Greater clarity and confirmation around the roles and responsibilities of Agencies; PSMO and agencies; PSMO and Secretary, Department of Premier and Cabinet (central agency) in the management and leadership contexts is required.

**Why we need a shared picture of management/leadership**

A shared understanding and approach will make it easier to facilitate and tailor a range of activities including TSS specific development programs (eg Welcome to the State Service; Induction; Public Sector Management Program; ANZSOG). It will also make it easier to identify talent in the TSS and plan careers across a broader whole-of-government, not just within individual agency/departments.
Conclusion

The announcement to SES by the Premier on 24 April 2012 to embrace a whole of service approach to leadership provides an opportunity for the Government to establish a new and innovative leadership model, including strong governance and funding models. This is a fantastic opportunity in Tasmania to become a high performing government organisation demonstrating leaderful practices and a new way of working.

We are attempting to shake off an old operating paradigm and venture into a new 21st century model of leadership; commencing discussions about new areas of management/leadership thought, investigating global research and approaches to management and leadership development; but more importantly developing new ways of working across agencies; starting from a solid base of evidence while open to learning and refining our leaderful practice; working in a spirit of collaboration towards an integrated human capital approach.

The TSS management/leadership development approach has to be brought to life by a very strong governance model, underpinning philosophy and operating principles and a new approach together with a series of interconnected and interdependent series of programs, courses and strategic initiatives that embrace the notion of collaboration across the entire State Service. It is therefore time to obtain a shared vision and outcomes framework for effective leaderful leadership in the TSS.

Given that Tasmania is a relatively small jurisdiction, there is a real opportunity to progress quickly by utilizing networks and relationships that currently exist across agencies and developing a truly collaborative approach to leadership in the State Service, solving the siloed approach to management/leadership and improving learning and development outcomes.

This paper focuses on developing a shared vision for leadership, including management; establishing strong governance structures; developing trust and cultural and climate changes; fostering a talent multiplier mindset and offering appropriate and sustainable learning practices through training, exchanges, mentoring and coaching.

This report has identified opportunities going forward for the TSS in developing leaderful managers/leaders.
## Roadmap & journey towards developing managers and leaders in the Tasmanian State Service

The following shows the six pillars of leadership development. For each pillar there is an outline of findings, possible actions and what help is available.

### Alignment of mind-sets

<table>
<thead>
<tr>
<th>State Service (Structure &amp; Governance)</th>
<th>Culture &amp; Climate</th>
<th>Management</th>
<th>Leadership</th>
<th>Talent Identification</th>
<th>Learning Practices</th>
<th>Workforce Development</th>
<th>Results</th>
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<tr>
<td>What we heard from conversations with Heads of Agency (HoA) - Findings</td>
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- Budget constraints have curtailed professional development programs in most Agencies.
- Not a clear framework which describes behaviours and expectations across the Service (eg Commonwealth Values, APS SES Capabilities).
- Some Agencies expressed people are just ‘too busy’ or ‘don’t have time’ to take up professional development following performance management processes.
- TSS faces substantial risks including ‘too busy’ or ‘don’t have time’ to take up professional development following performance management processes.

### What was suggested needs to be done - Actions

- Establish a Standing Item at HoA Meeting to discuss management and leadership.
- Establish a Management and Leadership Sub-Group of HoA to have oversight of the ‘Roadmap’ (Authorising Environment)
- Establish a WoG Organisational Development Group to encourage a collaborative approach to management and leadership development.
- Assign resources to TSS management and leadership approach.

### Cross flows - How Agencies, PSMO and TTC can help

- Recognise that it’s not just about programs – it should be about developing a WoG philosophy/plan to ‘management and leadership’ in the State Service.
- Develop Governance roles and responsibilities and articulate who is responsible for what in the management, leadership space – DPAC, HoA & Agencies, PSMO & TTC.
- Joint Partnerships across Agency – encourage cross exchanges and development interventions.

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*The creation of ‘Public Value and Leadership’ requires three main elements to be present – Authorising environment; Co-production/Co-design and appropriate Resources.*