

Tasmanian State Service Senior Executive Leadership Capability Framework



Senior Executive Leadership Capability Framework

Introduction

The Tasmanian State Service Senior Executive Service (SES) Leadership Capability Framework is the first priority project in the broader management and leadership initiative currently underway in the State Service.

It is important that capabilities and desired behaviours for our Senior Executive Service Officers are explicit and that we have transparency and consistency in our leadership development approaches.



The SES Leadership Capability Framework is the result of extensive research and collaboration with all Heads of Agency. It provides guidance to agencies and individuals on capabilities required for leadership development. The capabilities of Senior Officers are critical to effective leadership of the public service. The framework embodies the knowledge, skills and abilities people need to address complex policy and service delivery matters that confront the modern day public sector. It is essential that the leadership skills of our managers and supervisors throughout the Service are of the highest quality and standard.

The adoption of the following SES Leadership Capability Framework is strongly recommended. I am confident that agencies and individuals will see the benefit of many potential applications and uses in recruitment and selection; leadership development; performance management; and planning and evaluation.

Rhys Edwards
Secretary, Department of Premier and Cabinet

Head of the State Service

August 2013

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SHAPES STRATEGIC THINKING

Capabilities	Behavioural Descriptors
A transformative leader ...	
INSPIRES A SENSE OF PURPOSE AND DIRECTION	<p>Contributes to, shapes and champions the organisation's vision and goals, relating these to government requirements.</p> <p>Translates broad strategy into practical terms for others, and creates a shared understanding of what has to be achieved.</p> <p>Within the overall strategic context, presents others with an integrated picture of the actions and priorities that will be required.</p> <p>Provides a clear sense of direction and strives to achieve common understanding among all levels within the organisation.</p>
FOCUSES STRATEGICALLY	<p>Develops expert advice to government on potential outcomes, and develops a long term perspective on organisational success.</p> <p>Integrates a 'big picture' view of community and government goals with how to achieve them.</p> <p>Operates on the basis of a 'whole of government' framework and takes the broader context into account.</p> <p>Ensures portfolio effort contributes to cross-government priorities.</p> <p>Envisages what might be and how future possibilities balance with the 'here and now'.</p>
HARNESSES INFORMATION AND OPPORTUNITIES	<p>Seeks to acquire appropriate and expert knowledge, and is open to new information and different perspectives.</p> <p>Values and actively finds out about Australian and international best practice (public and private sector) and considers the workings of the organisation within this context.</p> <p>Demonstrates business acumen by thoroughly researching the market that the organisation operates in (and opportunities offered and constraints imposed) to achieve greater efficiencies and improve quality of service.</p> <p>Keeps abreast of major technological changes and advancements and their impacts.</p>
SHOWS JUDGEMENT, INTELLIGENCE AND COMMONSENSE	<p>Grasps complexity and identifies issues that tend to be overlooked by others.</p> <p>Thinks through problems from various viewpoints and analyses them objectively.</p> <p>Critically evaluates information before applying both intellect and experience to final judgment.</p> <p>Willing and able to question traditional assumptions and practices.</p> <p>Capacity to provide originality of thought and develop innovative solutions.</p>

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ACHIEVES RESULTS

Capabilities	Behavioural Descriptors
A transformative leader ...	
BUILDS ORGANISATIONAL CAPABILITY AND RESPONSIVENESS	<p>Initiates fluid and flexible resourcing options based on an appreciation of emerging requirements in a constantly changing environment.</p> <p>Works across organisational boundaries to identify what resourcing combinations will deliver the best outcomes.</p> <p>Responds flexibly to stakeholder requirements and changing circumstances as they arise, varying deployment of resources within imposed constraints.</p> <p>Uses the advantages offered by information technology.</p> <p>Takes action to ensure sustainability.</p>
HARNESSES PROFESSIONAL EXPERTISE	<p>Values specialist/technical expertise and places emphasis upon creating an environment which facilitates the sharing and effective use of professional knowledge and skills.</p> <p>Ensures relevant professional input from others is obtained and shared.</p>
STEERS AND IMPLEMENTS CHANGE AND DEALS WITH UNCERTAINTY	<p>Develops and oversees the implementation of change initiatives in a sometimes uncertain environment and often in the face of organisational resistance.</p> <p>Defines high level objectives and ensures translation into practical implementation strategies that are monitored and evaluated.</p> <p>Undertakes both long and short term planning phases and sets timeframes and allocates resources for completion.</p>
ENSURES CLOSURE AND DELIVERS ON INTENDED RESULTS	<p>Engenders a culture of achievement, by ensuring ideas and intended actions become reality and that planned projects actually result in expected outputs and outcomes.</p> <p>Establishes systems and processes to measure and evaluate accountabilities.</p>

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CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS

Capabilities	Behavioural Descriptors
An engaging leader ...	
NURTURES INTERNAL AND EXTERNAL RELATIONSHIPS	<p>Builds relationships with Ministers and with key people within the organisation, across the State Service and with external organisations.</p> <p>Proactively creates a professional network and develops mutually beneficial relationships based on respect and trust.</p> <p>Models commitment to customer service and delivery.</p>
FACILITATES COOPERATION AND PARTNERSHIPS	<p>Supports and guides the development of a work environment where people work together and value collaboration and teamwork.</p> <p>Works in partnership with colleagues across the Service and creates a sense of 'interconnectedness' with other departments and agencies, ensuring opportunities to share views and ideas.</p> <p>Demonstrates strong interpersonal skills by encouraging and modelling 'team-player' behaviour, including a willingness to consult, engage and listen.</p>
VALUES INDIVIDUAL DIFFERENCES AND DIVERSITY	<p>Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches.</p> <p>Recognises different skill areas and levels of expertise.</p> <p>Understands others and responds in an appropriate and respectful manner.</p>
GUIDES, MENTORS AND DEVELOPS PEOPLE	<p>Inspires ongoing learning and development in others.</p> <p>Gives timely recognition for good team/individual performance.</p> <p>Motivates and supports others with enthusiasm by setting challenging goals, as well as supporting and encouraging them when they need assistance to overcome problems.</p> <p>Helps others to address areas of weakness by encouraging them to take an active role in their own learning and development, and creating a climate with right opportunities to do so.</p> <p>Understands when it is appropriate to confront issues and takes action to deal with difficult performance situations.</p>

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EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY

Capabilities	Behavioural Descriptors
A self-aware leader ...	
DEMONSTRATES PROFESSIONALISM AND PROBITY	<p>Adheres to and promotes State Service Principles and the ethical framework as set out in the State Service Code of Conduct and through Agency Values.</p> <p>Serves the government of the day irrespective of personal preferences.</p> <p>Implements policies and programs based on corporate decisions.</p>
ENGAGES WITH RISK AND SHOWS PERSONAL COURAGE	<p>Is prepared to be forthright and 'tell it like it is'.</p> <p>Is independently minded and willing to challenge ideas and confront issues.</p> <p>Is prepared to acknowledge when in the wrong, and learns from mistakes.</p> <p>Is prepared to ask for help and values advice from others.</p>
COMMITTS TO ACTION	<p>Is determined, highly motivated and action-oriented.</p> <p>Takes responsibility for getting things done, and for the success of the organisation.</p> <p>Handles issues proactively and shapes events.</p> <p>Doesn't procrastinate but seeks to take the initiative and make things happen.</p> <p>Readily invests energy and initiative into progressing work.</p>
DISPLAYS RESILIENCE AND ADAPTABILITY	<p>Deals resiliently with work pressures and negative criticism by maintaining an optimistic outlook and developing and applying effective wellbeing strategies.</p> <p>Remains focused on the objectives even in difficult and uncertain circumstances and in a rapidly changing environment or changing priorities.</p> <p>After setbacks, remains positive, motivated and focussed.</p> <p>Maintains energy and willingly invests extra effort when required.</p>
DEMONSTRATES SELF AWARENESS AND A COMMITMENT TO PERSONAL DEVELOPMENT	<p>Shows strong commitment to continued learning and development and looks for opportunities to enhance own skills.</p> <p>Actively seeks feedback from a wide range of sources and acts on this.</p> <p>Takes responsibility for own development and for managing self to enable sustained performance.</p> <p>Values continuing learning and development.</p>

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COMMUNICATES WITH INFLUENCE

Capabilities	Behavioural Descriptors
A self-aware leader ...	
COMMUNICATES CLEARLY	<p>Produces user-friendly verbal and written communication that is clear and concise.</p> <p>Ensures unambiguous delivery of the message, and checks that it has been understood as intended.</p> <p>Keeps people up to date and fully informed of any changes to the original communication.</p>
LISTENS, UNDERSTANDS AND ADAPTS TO AUDIENCE	<p>Listens actively to ensure views and information are properly exchanged.</p> <p>Checks with others to ensure their views have been accurately understood.</p> <p>Uses and adapts style as necessary to meet the requirements of the audience.</p> <p>Creates opportunities to listen to those whose input can add value.</p>
NEGOTIATES PERSUASIVELY	<p>Establishes credibility and approaches negotiations persuasively.</p> <p>Offers a convincing rationale which has been thought through in advance and carefully positioned with reference to desired organisational outcomes and/or Service goals.</p> <p>Allows for a genuine contest of ideas and pulls disparate views into a coherent position, and finds common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p> <p>Reaches negotiated positions, through compromise, which lead to the achievement of the required outcomes.</p>

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Leadership and Performance

Senior Executive leaders in the Tasmanian State Service play a key role in the delivery of the core functions of the Service.

They provide high quality expert policy advice to Government and implement Government programs, including delivering services to the community.

They have a particular accountability to ensure the delivery of outputs that contribute to the achievement of outcomes as determined by government.

They must be able to focus on the outputs specific to their agency, and the links between these outputs and broader government goals.

This requires them to create a shared vision and sense of purpose for their organisations, to enable and motivate their employees to achieve high performance.

Leadership and Organisational Values

This Framework embodies State Service Principles and the ethical framework as set out in the State Service Code of Conduct and Agency Values. In particular, leadership of the highest quality is essential to the achievement of high performance within an environment of change.

The Framework has many potential applications and will be a common component of:

- recruitment and selection – to recruit against the Framework to employ engaging, transformative and self-aware leaders for the TSS
- leadership development – for use in determining development programs for current and future leaders
- performance management – as part of performance conversations to support continued and improved performance against the Framework
- short and long-term planning for the SES – for use in determining succession planning, rotation and mobility, talent management and workforce development programs
- evaluation platforms – for use in individual, team and organisational monitoring and evaluation efforts
- broader organisational development initiatives – for use in development of broader workforce programs and general workforce frameworks.

The application of the Framework to TSS wide and agency specific initiatives will contribute to the achievement of high quality leadership.

What is the Senior Executive Leadership Capability Framework?

This Framework seeks to establish a shared understanding of the critical success factors for performance in leadership roles in the Tasmanian State Service.

The Framework identifies the five core capabilities for high performance by senior executives. Each of the capability heads a group of inter-related elements. The Framework does not describe the functions or responsibilities of particular senior executive roles.

In 2013 the Leadership Capability Framework was unanimously endorsed by the Secretary, DPAC and all Heads of Agency as relevant and valid for the Senior Executive Service (SES).

Code of Conduct

The State Service Code of Conduct, which is contained in section 9 of the State Service Act 2000 (the Act) reinforces and upholds the Principles by establishing standards of behaviour and conduct that apply to all employees, including officers and Heads of Agency.

A flexible tool

The capabilities are based on the requirements of the Tasmanian State Service now and into the future. The balance between and within the five capabilities is dependent on the work of the particular agency, the demands and levels of individual jobs, and the mix of skills required in the Senior Executive team.

Further Information

Website www.dpac.tas.gov.au

Agency websites and intranets

Senior Executive Leadership Capability Framework

The Parties have confirmed their commitment to the Senior Executive Leadership Capability Framework dated 27 August, 2013 as follows:



Mark Kelleher
Secretary, Department of Economic Development,
Tourism and the Arts



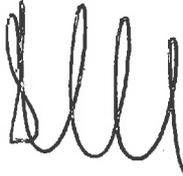
Colin Pettit
Secretary, Department of Education



Matthew Daly
Secretary, Department of Health and Human
Services



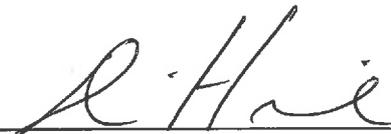
Norm McIlpatrick
Secretary, Department of Infrastructure, Energy
and Resources



Simon Overland
Secretary, Department of Justice



Kim Evans
Secretary, Department of Primary Industries,
Parks, Water and Environment



Darren Hine
Commissioner, Department of Police and
Emergency Management



Tony Ferrall
Secretary, Department of Treasury and Finance



Rhys Edwards
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