

Tasmanian State Service

Frequently Asked Questions About the Senior Executive Leadership Capability Framework

August 2013

FREQUENTLY ASKED QUESTIONS

Information for the SSMO website on release of Senior Executive Leadership Capability Framework

Senior Executive Leadership Capability Framework

Frequently asked questions

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What is the Senior Executive Leadership Capability Framework?

The Senior Executive Leadership Capability Framework (the Framework) defines the capabilities, or knowledge, skills and abilities, required for Senior Executives and equivalents to be effective leaders within their agency and the broader Tasmanian State Service, regardless of their location, agency or job role.

The Framework was developed to provide a consistent and common language for all Senior Executives and equivalents across the State Service, to understand what is required of them in their roles, regardless of where they work in an organisation.

The Framework describes the behaviours which are common across all jobs in the State Service as well as the specific skills, knowledge and abilities required to perform certain types or levels of work effectively.

Click to view the [Senior Executive Leadership Capability Framework](#).

Who does the Senior Executive Leadership Capability Framework apply to?

It applies to Senior Executives and equivalents in the Tasmanian State Service.

What are the capabilities and how are they described?

The Framework comprises five capabilities. The Framework is easily recognisable and represents the interconnectedness of the five key capabilities.

- Shapes Strategic Thinking
- Achieves Results
- Cultivates productive working relationships
- Exemplifies personal drive and integrity
- Communicates with influence



Each capability comprises:

- *Capability*: the title of the capability
- *Elements*: each element describes a specific dimension of the capability. The number of elements in the capabilities varies.
- *Behavioural Descriptors*: Each element is illustrated by a set of action statements. These indicate the types of behaviours that should be demonstrated. The descriptors should be regarded as typical examples: the list does not cover all possible actions, nor does every action listed have to apply to a specific position.

Key aspects of each capability are described in the Senior Executive Leadership Capability Framework. For example:

If the capability is 'Shapes Strategic Thinking', the key aspects or 'elements' of the capability are:

- Inspires a sense of purpose and direction
- Focusses strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

Why does the State Service need a Senior Executive Leadership Capability Framework?

The Framework gives the large and diverse State Service a common language to describe the knowledge, skills and abilities needed for Senior Executives and equivalents to perform public sector work. It also provides a platform for the strategic, systematic and integrated application of human resource management processes for Senior Executives and equivalents including:

- workforce planning
- job design
- recruitment
- performance management
- succession planning
- talent management.

For example, the identification of capabilities required for an Senior Executives or equivalent positions will inform recruitment for the position, support performance management and development discussions with the position occupant, and feed into the workforce planning processes of the organisation to identify broader workforce needs and gaps and the strategies needed to fill these.

What benefits will be delivered as a result of the Senior Executive Leadership Capability Framework?

The Framework will result in significant benefits and efficiencies for the State Service. For example:

- Relieves agencies of the major cost of developing their own leadership capability framework.
- Use/adapt resources provided by the SSMO to support implementation of the Framework.
- Partner with other agencies in resource development.

The Framework will contribute to:

- Improved development of Statements of Duties by providing a consistent basis for describing capability needs and encouraging the development of consistent generic Statements of Duties for Senior Executives and equivalent positions that are common in the agency.
- Better recruitment outcomes as selection panels have a clearer picture of the capabilities required for Senior Executives and equivalent positions and appropriate assessment methodologies.
- Managing performance as the capabilities enable a clearer understanding of job expectations and are an objective starting point for capability assessment and development planning.

- Individual career planning, to identify career and development pathways and see the capabilities required for progression.
- Redeployment of Senior Executives and equivalents through clearer articulation of job and individual capability requirements.
- Systematic workforce planning, as the capabilities are aligned with business plans and strategies to identify current and future workforce capability needs and gaps.
- Targeting learning and development activities (including on-job training, work experience, rotation and mobility opportunities).

How was the Senior Executive Leadership Capability Framework developed?

The Framework was developed in consultation with the Head of the State Service, all Heads of Agencies and Corporate Service Directors and Human Resource Managers

A broad range of resources were reviewed and contributed to the development of the Framework, including:

- 2003 Capability Framework developed for Senior Executive Officers; and
- capability frameworks from the Commonwealth and other State public sectors.

The development of the Framework was facilitated by the Heads of Agency Sub-Group (comprising Secretaries Norm McIlpatrick, Kim Evans, Darren Hine and Simon Overland), Greg Johannes, Director, Policy, Department of Premier and Cabinet and Officers from the State Service Management Office.

Can agencies continue to use their own agency-specific framework?

Yes, but the key elements of the Framework needs to exist in agency-specific frameworks. There are also a number of advantages in shifting to the whole-of-service wide Framework including shared understanding of Senior Executives and equivalent capabilities throughout the Service and the efficiencies to be gained through sharing capabilities-based tools and resources.

There is provision for development of agency-specific capabilities to add to the Framework, if the Service-wide Framework does not cover capabilities that are important to the agency. This should be done in consultation with the State Service Management Office where required.

Can agencies modify the Framework?

Agencies may:

- apply organisational context or narrative to the Framework to make it more meaningful and relevant to Senior Executives and equivalents.
- develop additional capabilities, where necessary, in consultation with the Department of Premier and Cabinet, State Service Management Office.
- reproduce material that appears in the Framework but must not alter its structure or contents.

How do agencies begin to best use the Senior Executive Leadership Capability Framework?

Flexibly! Agencies decide how best to implement the Framework.

There are different approaches to using the Framework, all of which require a planned change-management approach.

Some of the options recommended but not limited to are:

- Heads of Agency engage Senior Executives and equivalents and other staff with an interest through Executive briefings and discussions about Framework.
- Director Corporate Services and/or Human Resource Manager inform all Senior Executives and equivalents in the Department of the Framework and of the many potential applications including in recruitment and selections; leadership development; performance management and succession planning arrangements.
- Human Resource Managers select Statements of Duties or Performance Management, Development systems, and apply the Framework to that process - either across the whole agency, or in a limited area such as a single Division or Branch.
- Agencies develop and/or refine existing resources/tools to support implementation of the Framework in a number of workforce planning processes concurrently eg recruitment and selection, job design (eg revising Statements of Duties).

How do Senior Executives and equivalents use the Senior Executive Leadership Capability Framework?

It is suggested that Senior Executives and equivalents review each of the capabilities and their behavioural descriptors in the Framework to identify their current level of expertise and to identify strengths and developmental needs.

How does the Senior Executive Leadership Capability Framework link to professional standards?

Professional standards – for example such as those used by the Departments of Education or Health and Human Services can work together with the Framework.

The Framework describes broad generic capabilities that are common across the State Service. It does not seek to address areas of higher professional expertise such as law, engineering, health, teaching or information and communications technology. These areas all have recognised professional standards and qualifications and where appropriate these should be included as requirements in Statements of Duties. Most positions that require specific professional qualifications or vocational competencies also require a range of the broad capabilities described in the Framework.

Will the Senior Executive Leadership Capability Framework be changed over time?

The capabilities described in the Framework relate to the knowledge, skills and abilities needed to deliver service in the current work environment. As the environment and service delivery needs change, new capabilities may be added and existing ones modified to reflect what we do and how we work in the public sector.

Into the future, the Framework may undergo a review. Agencies will be encouraged to email comments and suggestions for improvements to ssmo@dpac.tas.gov.au. These will be collated and fed into a future review and update of the Framework.

How does the Senior Executive Leadership Capability Framework link to Mercer job evaluation?

The Framework does not replace Senior Executives and equivalents job evaluation through Mercer. Senior Executives and equivalent positions will continue to be assessed using current agreed methodologies.

Do agencies have to change all their existing Senior Executive and equivalents Statements of Duties to incorporate leadership capabilities?

No. Converting all the Senior Executive and equivalents Statements of Duties in an agency would be a major project. Agencies should implement the Framework progressively.

What support will be provided to agencies to implement the Senior Executive Leadership Capability Framework?

The success of the Framework relies on agencies owning the Framework and integrating capabilities across their human resource management practices.

The Department of Premier and Cabinet will endeavour to provide a range of resources to assist agencies. These could include for example:

- **State Service Management Office's Website:** The website will be used as the central point for online access to the Framework and capabilities-related information and resources. Development of resources / tools will be added as they are designed / developed in consultation/engagement with Agencies.
- **Support tools and materials:** Guides, templates, online tools for the areas of workforce management: workforce planning, job design, recruitment, performance management, learning and development.
- **Targeted communication materials** including posters, postcards and PowerPoint presentations for briefings sessions to Senior Executives and equivalents, managers and staff.
- **Targeted briefings/training**, including workshops on the Leadership Capability Framework.

Do you have any questions you want answered?

Email ssmo@dpac.tas.gov.au if you have any further enquiries about the Framework.