

Tasmanian State Service

Background to the Senior Executive Leadership Capability Framework

Head of Agency Sub-Group
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Senior Executive Leadership Capability Framework

The Tasmanian State Service (TSS) 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 State Service regardless of their location, agency or job role.

About the Framework

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. It describes the capabilities and behaviours which are common across all jobs.

Applying the Framework

The Framework applies to Senior Executives Levels 1 to 4 and equivalents. Some agencies may have other classifications that overlap with Senior Executives in salary terms. In these cases, the agency will need to make a decision if the Framework capabilities would apply to the positions. Generally, the decision will be based on whether the position is regarded as part of the executive of the organisation and/or is in a key leadership role.

The Rationale

The Framework gives the State Service a common language to describe the knowledge, skills and abilities needed to perform the complex policy and service delivery matters that confront the modern day public sector Senior Executive and equivalents with the aim of delivering quality services and outcomes for the Tasmanian community.

It also provides a platform for the integrated application of human resource management processes including:

- workforce planning
- job design
- recruitment and selection
- performance management and development
- career planning
- succession planning and
- talent management.

Developing the Framework

The development of the Framework was led by the Head of Agency Sub-Group and facilitated by the Deputy Secretary (Policy), Department of Premier and Cabinet and Officers from the State Service Management Office in consultation with the Secretary, Department of Premier and Cabinet / Head of the State Service; Heads of Agencies, Directors Corporate Services and Human Resource practitioners across the State Service.

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

- Senior Executive Capability Framework (May 2003) and
- Capability Frameworks from the Commonwealth and other jurisdictions.

The Head of Agency Sub-Group also attended and provided briefings/updates at the Agency Business Advisory Council (ABAC), Chaired by the Director, State Service Management Office which included Corporate Services Directors and Human Resource Managers.

Framework structure

The five broad leadership capabilities are:

1. Shapes Strategic Thinking
2. Achieves Results
3. Cultivates productive working relationships
4. Exemplifies personal drive and integrity
5. 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 but does not articulate across Senior Executive levels. The behavioural 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 and/or level.

Why use the Framework?

The Framework will result in significant efficiencies for the State Service. Some are highly visible one-off savings others are small but widespread and continuing. A major efficiency will be in the area of resource development.

- The Service-wide Framework relieves agencies of the major cost of developing their own leadership capability framework.
- Agencies will be able to use/adapt capability-based resources provided to support workforce planning processes.
- Agencies can partner with other agencies in resource development.

Use of the Framework will also contribute incrementally to efficiency by:

- Facilitating Service-wide rotation and mobility including transfer and or redeployment of Senior Executives and equivalents because it will be easier to compare positions and workforce processes will be similar in different agencies.
- Streamlining Statements of Duties processes by providing a consistent basis for describing capability needs and encouraging the development of generic Senior Executive and equivalents Statements of Duties for families of jobs that are common in the agency.

- Better recruitment outcomes as Heads of Agency, Deputy Secretary's, managers and selection panels have a clearer picture of the capabilities required by Senior Executives and equivalent positions and appropriate assessment methodologies.
- Better performance outcomes as the capabilities enable Heads of Agency, Deputy Secretary's, managers and staff to clarify job expectations and provide a more objective starting point for capability assessment and development of training, learning and development plans.
- Targeting learning and development activities (including on-the-job training, work experience, job rotation and mobility) to specific capability.

How do agencies/authorities use the Leadership Capability Framework?

Flexibly! There are different approaches to using the Framework, all of which require a planned change-management approach. Some of the options that are recommended include, but not limited to:

- Heads of Agency engage Senior Executives and equivalents and other interested staff through Executive briefings and discussions about the Framework.
- Director Corporate Services and/or Human Resource Manager inform all Senior Executives and equivalents in the Department of the Framework, and 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.

Resources/tools

To assist in the implementation of the Framework, some resources/tools for incorporating the capabilities will be available on the State Service Management Office website. This will include a Self-Assessment tool for Senior Executives and equivalents to use in performance management discussions and/or assisting them to identify their learning and development needs against the capabilities.

Timeframe for implementation

It is expected that Agencies/Authorities will adopt the Framework with the aim to complete the full integration by June 2014.

Further information

A suite of information will be provided to Directors, Corporate Services by the State Service Management Office to assist with the implementation strategies. This will include for example Frequently Asked Questions (FAQs), key messages and tools.

ssmo@dpac.tas.gov.au