**Communication ideas for embedding the
Senior Executive Leadership Capability Framework**

# INTRODUCTION

These guidelines have been developed to assist with the communication of key statements and messages for Senior Executives to help embed the *Senior Executive Leadership Capability Framework.* into relevant agency processes and procedures. For more information about the *Senior Executive Leadership Capability Framework* (SELCF) click [here](http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership/project_no_1/senior_executive_leadership_capability).

# HOW TO USE THIS GUIDE

This document provides background information and suggested key points to help construct communication messages for your senior executive cohort around the Senior Executive Leadership Capability Framework.

It also contains a communication plan template to help you structure your communications around the Framework.

You may modify any of the suggested communication points as required to better suit your organisation.

# CONTACT

SSMO is interested in your feedback, in particular:

* extra messages you think need to be communicated to increase awareness and utilisation of the SELCF amongst your senior executive cohort
* hearing how your Agency/Authority has gone about communicating and embedding the SELCF; and
* how we can share this information more broadly across the State Service.

Please direct any feedback or questions on the SELCF, to Viv Burgess at the State Service Management Office – email viv.burgess@dpac.tas.gov.au or phone 6232 7140.

**Strengthening management and leadership across the State Service**

The Government's commitment to an effectively led and efficient Tasmanian State Service is demonstrated by recruiting, developing and retaining a professional leadership cohort of highly skilled senior executives. Members of the Senior Executive Service:

* are appointed to the Tasmanian State Service and not to a particular Agency;
* have a particular accountability for the achievement of Government and Agency goals reflected in their statement of duties, instrument of appointment and performance management system;
* furnish high level policy advice and undertake high level responsibilities in and across agencies to achieve Government targets;
* are required to develop and apply a broad range of knowledge, skills and abilities across the State Service; and
* are required to display high level leadership and personal attributes that shape strategic thinking and achieve results on an Agency and whoIe-of-service basis.

The Senior Executive Leadership Capability Framework (the Framework) has been developed as part of a comprehensive and broader management and leadership initiative that is being progressed across the State Service. It:

* applies to all Senior Executives at Level 1 through to Level 4, and equivalents.
* 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.
* provides a consistent and common language for 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; and
* describes the behaviours which are common to all executive level roles as well as specific skills, knowledge and abilities required to perform certain types of work effectively.

The Framework provides the following key potential benefits:

* relieve agencies of the major cost of developing their own leadership capability framework.
* provides the opportunity to partner with other agencies in the production of resources to help embed the Framework in practices and procedures; and
* will be used to inform management and leadership development needs and opportunities.

**The following suggestions could be used in a variety of communication methods**

The Senior Executive Leadership Capability Framework:

* identifies five explicit capabilities and their desired behaviours important for Senior Executives and equivalents in the State Service. These are:
	+ Shapes Strategic Thinking
	+ Achieves Results
	+ Cultivates productive working relationships
	+ Exemplifies personal drive and integrity
	+ Communicates with influence.
* underpins systematic workforce planning, as the capabilities are aligned with business plans and strategies to identify current and future workforce capability needs and gaps.
* provides Senior Executives with a comprehensive set of capabilities and behavioural descriptors to self-assess their leadership capabilities needed to provide effective leadership in the State Service.
* will help Senior Executives and equivalents to confirm capabilities where the Officer is confident in and help to identify areas where professional learning and development opportunities would be beneficial.
* will help Senior Executives to target learning and development activities (including on-job training, work experience, rotation and mobility opportunities) is another benefit of the Framework.
* is a tool for use by Senior Executives and equivalents to consider career and leadership development opportunities.
* will enable consistency of approach in a number of areas including preparation of Statements of Duties; recruitment and selection of Senior Executives and equivalents; and performance management and development.
* will assist with better recruitment outcomes as selection panels have a clearer picture of the capabilities required for Senior executive roles.
* will help in managing performance as the capabilities enable a clearer understanding of job expectations and are an objective starting point for capability assessment and development planning.
* will facilitate better individual career planning, to identify career and development pathways and see the capabilities required for progression.
* will assist with the rotation and mobility of Senior Executives and equivalents through clearer articulation of job and individual capability requirements.

**Suggested communication plan to inform Officers about the Framework**

| Communication method | Activities | Action officer | Deadline(s) | Completed |
| --- | --- | --- | --- | --- |
| Emails to Senior Executives  | Email Senior Executives about:* Background to the Framework
* Inform about Agency processes to embed the Framework
* What, when and how
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|  |  |  |
| Agency Website  | Run an Intranet story about Framework on Agency website |  |  |  |
| Agency to put web link to Framework and FAQs to SSMO website |  |  |  |
| Newsletters and supporting info | Promotion of Framework in Agency Newsletter/s as opportunity arises |  |  |  |
| Agency Forums or workshops | Run information sessions for Senior Executives |  |  |  |
| Promote Framework with targeted audiences  |  |  |  |
| Promote and discuss Framework with HRM team  |  |  |  |
| Evaluation | Consider ways to check how well the Communication strategies have worked in Agency |  |  |  |