



Developing Leadership

Who? What? Where?



focusing on the current issues and building capability of people and organisations

Introduction

Developing Leadership—Who? What? Where? is intended to assist in the promotion of a broader understanding of leadership development issues in the public sector. It seeks to provide readers with a snapshot of current leadership development programs and other initiatives in a variety of Australian Public Service (APS) agencies. The resource was initially developed and co-sponsored by the Department of Defence and the Australian Public Service Commission (then PSMPC) as a result of the Developing Leadership Seminar held in September 2001.

One of the clear messages from the 2001 Developing Leadership Seminar, was the enthusiasm participants' had for case studies of leadership programs and more details about programs referred to during the Seminar. This updated volume will build on that information and provide contact points for those who want additional information.

The Leadership Development Network initiated by the APSC and supported by a number of other agencies, will continue to pursue the aims of the Seminar and to provide opportunities for interested agencies to pursue particular cases in more detail (including comments from those who participated in the programs described).

The 2003 Resource Guide has been updated by the Leadership, Learning and Development Group of the APSC, based on contributions from agencies who participated in the 2001 Developing Leadership Seminar together with other agencies who have expressed an interest in providing information on their current programs.

Other agencies who are interested in participating in this resource are encouraged to contact the Leadership, Learning and Development Group of the APSC on (02) 6271 6560.

Australian Public Service Commission

November 2003

Australian Taxation Office (ATO)

The Commissioner for Taxation endorsed the Australian Public Service Commission (APSC) Senior Executive Leadership Capability Framework as a framework for leadership in the Australian Taxation Office (ATO). All senior leadership, SES and EL2 levels, selection criteria use this framework. An interpretation of the leadership framework is an Attachment (B) to the current Executive Level 2 (EL2) Agency Agreement and states that a portion of EL2 Performance Pay will be assessed against this leadership criteria.

Leadership behaviours of SES/EL2 staff and all other staff with 4 direct reporting management roles will be assessed via the multi-source feedback process. The leadership questions are aligned to the APSC Senior Executive Leadership Capability Framework and were developed with extensive consultation across the ATO. This bi-annual questionnaire process is intended to encourage desired leadership behaviours in the organisation.

Information sessions have recently been held Australia wide for SES/EL2 staff to promote a shared understanding of the APSC framework and to assist senior leaders to translate the leadership capabilities into their own work environment.

An ATO business line has developed a leadership program based on the ATO strategic management system and all managers of that line plus other selected staff and managers from other lines have participated in this program. Other business lines have utilised consultants to provide/develop leadership programs for their manager/team leaders.

Succession planning initiatives are being actively pursued in some areas of the ATO including participation in the APSC Career Development Assessment Centre (CDAC) over the last financial year. This program, which is aimed at identifying EL2 officers with the potential to move into the SES level within the next 2 years, has seen 14 people from across the ATO participate in the program. Some business lines have also used the Performance Agreement process to identify high performers at different levels of their business in order to fast track their experience in preparation for promotion to key areas. Some areas in the organisation have used an Assessment Centre approach to further identify areas of excellent performance and capability and also to identify risks to their business where capability weaknesses are uncovered.

Current ATO management programs also incorporate some leadership theory and the principles as outlined in the endorsed framework.

The ATO has also promoted effective leadership for senior executives through a number of corporate fora

- Senior Executive Dialogue Days that include all ATO SES are held quarterly. These days are used to discuss and resolve key corporate issues; develop relationships; explore cross line influences; achieve a cultural shift in our approach to leadership and involve and acknowledge the role of all SES in key planning processes in the ATO.
- One Leadership Forum has been conducted corporately where SES and EL2's were directly involved in corporate planning and the discussion of key issues of the ATO. Some business lines also conduct regular similar forums for their EL2's. These are designed to inform and involve this leadership level in the strategic direction of the business line.

The Future

- Limited funding
- More emphasis on accountability
- Centralised management
- Increased reliance on an effective performance management measurement system that will provide the organisation with an accurate picture of its current staff capability and feedback for development purposes. (a snap shot of the past)
- Changed business structure
- More rigor around measuring capability

- Reduced recruitment—increasing the need for effective succession planning
- More flexibility and mobility in our workforce
- Leadership for virtual team

Other Factors

- More collaborative approach with other government agencies (eg Australia Post, Centrelink) as partners in our business
- Global economy
- Electronic transmission—growth in electronic lodgment and electronic business transactions with our clients
- Agency Agreements (ATO has two, General Employees and Executive Level 2)
- Internal staff charter
- Development of the knowledge management worker concept
- Increased understanding and use of emotional intelligence.

As a result of a different financial and planning direction in the ATO since July 2001, attention will be focused on a single People Plan for the entire ATO. It is intended to encourage a corporate approach to all people issues, including leadership, which will also ensure savings.

Contacts

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