



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

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Department of Agriculture, Fisheries and Forestry

Leadership Excellence Program

Organisational Context

The Department of Agriculture, Fisheries and Forestry's (the Department's) Performance through People (PtP) Plan provides a framework for the Department's people management activities. The goal of the PtP plan is to ensure that the Department delivers results and performance through its people. Having 'the right people in the right place at the right time' and that staff have high levels of skills and performance is fundamental to this goal.

Since mid 2002 the Department has been developing a framework for organising and targeting the Department's learning and development activities to ensure that staff are equipped with the capabilities that are important for the department in order to deliver on our objectives, both now and in the future. This approach will assist in ensuring that people development activities are closely aligned with business priorities.

An important element of this framework is the Department's leadership program **Leadership Excellence—Investing in our Future**.

Target group

The leadership program is aimed at SES and senior managers in both central and regional offices.

Outcomes sought

The *Leadership Excellence* program is focused on developing and enhancing people's leadership and management skills and engendering a common understanding of what leadership in the Department of Agriculture, Fisheries and Forestry means. Leadership in the department is characterised as having: a clear sense of vision; the ability to manage risk; a commitment to success; excellence in communication; and customer focus.

Program Structure

The *Leadership Excellence* program consists of:

- a one day introductory workshop;
- 360 degree feedback on leadership practices;
- a 3 day residential; and
- on-going executive coaching.

The program aims to provide participants with a deeper appreciation of their individual strengths, styles and areas for development. Using a variety of self-awareness instruments participants' leadership behaviours are benchmarked against the APS SES capability framework and the APS and Departmental values. The program also examines the organisational context to assist participants develop a solid appreciation of the Department's challenges and leadership requirements for the future.

Executive coaching

Executive coaching is key to ensuring that participants are supported in their application of learning to the workplace. The executive coach assists program participants to identify the particular learning priorities they should focus on, and access activities to address these areas.

General Comment

We are keen to ensure that the *Leadership Excellence* Program is tailored to the needs of departmental managers. To this end the program will be continually improved in line with participant and organisational feedback.

Contact

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