

Department of the House of Representatives

Building leadership capability

- Department of the House of Representatives – 105 years old
- One of 3 parliamentary departments
- 185 staff plus 150 Members of Parliament
- Purpose – support House of Representatives
- Goal – provide excellent advice and services through capable and committed staff

Department of the House of Representatives

Leadership initiatives driven by liP

- liP – internationally recognised standard
- Improving performance through people
- 3 areas and 10 indicators of performance
- Diagnosis in August 1998 – survey and focus groups
- liP Steering Committee established
- 4 working groups established – leadership – planning & evaluation – communication – training & development
- Annual liP external audit

Department of the House of Representatives

Leadership evaluation

- 1998 – what does “leadership” mean?
- Staff survey – 20% sample of staff asked question – 13 skills and behaviours identified
- Leadership surveys - all staff asked to rate importance of 13 skills and behaviours and rate their supervisor’s performance against each trait – a five point scale is used
- Importance v. performance measured – benchmark established in 1998

Department of the House of Representatives

Leadership satisfaction index

- Top two ratings compared – ‘average’ performance ignored
- The gap between importance and performance is the crucial factor
- 5 surveys conducted – 1998, 1999, 2001, 2003 and 2005 – consistency in approach
- Leadership satisfaction index - measurement of the top two points in the performance rating scale

Department of the House of Representatives

Leadership satisfaction index

- 1998 – 42%
- 1999 – 64%
- 2001 – 54%
- 2003 – 67%
- 2005 – 72% high performance + 19% average performance = 91% OK
- 9% of leaders could mean that 5 are non-performing
- 30% improvement from 1998 to 2005 represents a good return on investment

Department of the House of Representatives

Leadership statement

- Leadership statement – benchmark – shared understanding of critical success factors – handout
- Context – capability and performance – Parliamentary Service values – framework
- Four major areas – achieving results (not part of staff surveys) – being strategic – having effective working relationships – having personal drive and integrity
- Similar to other leadership models with different language (eg APSC leadership capability framework)

Department of the House of Representatives

Leadership performance assessment

- Feedback by staff on supervisor – handout
- Integral part of annual work performance assessment cycle
- Normally completed by entire work group – can be done by individuals
- Provided to supervisor's manager prior to commencement of individual assessments

Department of the House of Representatives

Leadership performance assessment

- Integral part of overall assessment – used by assessor as a guide to leadership performance and subsequent rating
- Assessor has sole discretion on achieving results aspect
- Performance as a leader measured separately and if performance is rated as “needs development”, then that is the maximum rating that can be given overall –
handout

Department of the House of Representatives

Leadership annual program

- Significant investment since 1998 (one-third to half of annual training budget)
- Basic leadership programs conducted 'in house' each year
- Middle and senior manager leadership programs conducted externally – eg APSC programs at Bowral & Mt Eliza
- Programs usually have a 360 degree feedback report
- Executive coaching program

Department of the House of Representatives

Corporate leadership

- Accuracy of work
- Eg use of commas –

“Woman, without her man, is nothing.” or

“Woman: without her, man is nothing.”

Department of the House of Representatives

Corporate leadership

- Growth of leadership
- High school
- Local reputation (Prime Minister's Award for Excellence and Investors in People Award received in 2003 for leadership development work)
- International reputation (international associations and consultancy work)



Department of the House of Representatives

Building leadership capability

Questions