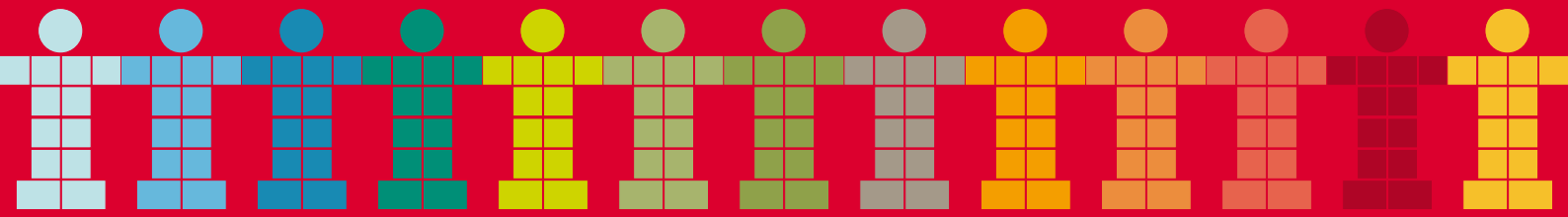

Great manager, great results

Development guides

Victoria
The Place To Be

stateservicesauthority

The Victorian Government has vested the State Services Authority with functions designed to foster the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

The key functions of the Authority are to:

- identify opportunities to improve the delivery and integration of government services and report on service delivery outcomes and standards;
- promote high standards of integrity and conduct in the public sector;
- strengthen the professionalism and adaptability of the public sector; and
- promote high standards of governance, accountability and performance for public entities.

The Authority seeks to achieve its charter by working closely and collaboratively with public sector departments and agencies.

Contact us

at the State Services Authority
Email: info@ssa.vic.gov.au
Phone: (03) 9651 1321
Fax: (03) 9651 0747
Postal Address:
3 Treasury Place
Melbourne 3002
www.ssa.vic.gov.au

Published 2009

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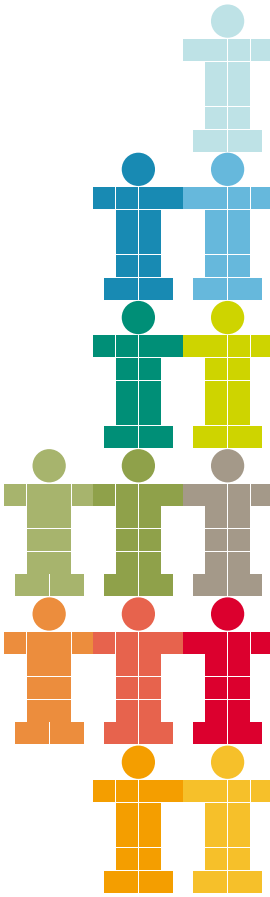
The Development Guides: an introduction



Thirteen Development Guides have been prepared as part of the State Services Authority's (SSA) *Great manager, great results* resource materials.

The guides have been written for individuals and organisations that deliver development activities for Victorian public sector managers.

The guides will also be of use to Victorian public sector Learning and Development staff and Victorian public sector managers when assessing the value of different development programs and activities.

The guides provide information about core content that an activity developing management knowledge, skills and behaviours in the Victorian public sector ought to cover. They also highlight resources that will assist with the delivery of this core content.

The Development framework for Victorian public sector managers

The purpose of the Development Framework is to establish a common understanding about the development needs of managers across the Victorian public sector, regardless of the specific organisation or context in which the manager works.

The Development Framework comprises 13 interconnected areas. These areas cover the knowledge, skills and behaviours needed in order to succeed in any Victorian public sector management role.

The 13 areas are:

Management role foundations

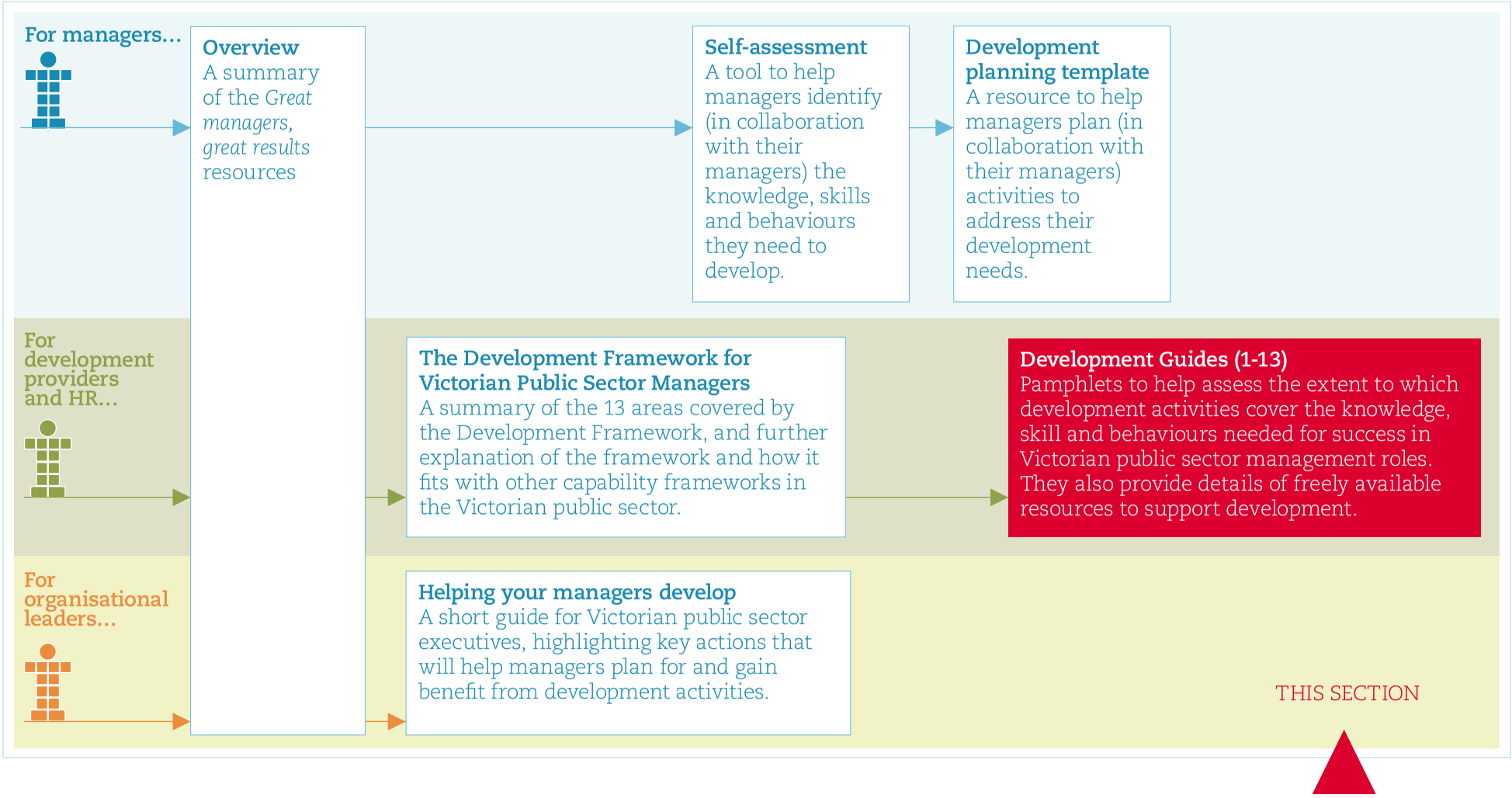
1. understanding and developing yourself
2. different styles of management for different situations
3. resilience and achievement: keeping going when the going gets tough
4. advanced interpersonal skills
5. thinking and acting strategically

Management role activities

6. overseeing operations, projects and resources in the Victorian public sector
7. managing people in the Victorian public sector
8. managing difficult situations involving the people you manage
9. managing attraction and recruitment activity in the Victorian public sector
10. collaborating across and beyond the Victorian public sector
11. working with diversity in the Victorian public sector
12. managing during organisational change
13. contributing to public policy.

Other *Great manager, great results* resources

The SSA has developed a number of resources that provide more information about the Development Framework for different audiences. These are all available from www.ssa.vic.gov.au and are outlined here.



Development Guide 1

Understanding and developing yourself

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Good self-knowledge provides the basis for effective self-development, selection of management styles, strengthening resilience, strategic thinking and communication. In other words, it provides the foundation for success in a management role.

In addition to understanding the scope of their roles and responsibilities, managers need to be able to gain an objective assessment of their own strengths, limitations, aspirations, insecurities and personal preferences in light of these roles and responsibilities.

There are no standard approaches to self-assessment in the Victorian public sector. However, 360 or 180 degree feedback processes are common. Personality tests (such as the Myers-Briggs Personality Test) and team profiling tests are also used within public sector organisations, especially as part of team-building or change initiatives.

After gaining an objective insight into themselves, managers need to be able to act upon this information, taking steps to address their strengths, limitations, needs and anxieties.

Strengthening the ability to plan for, and ensure the success of, development activities is an important management skill. So too is the ability to situate current experiences within a longer career plan and to ensure a transition from one role, situation or environment to another. These topics are all included in the following checklist.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

Development Guide 1
Understanding and developing yourself

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding:	
• The importance of understanding and developing yourself	
• The typical roles and responsibilities of a manager in the Victorian public sector, and the capabilities required to succeed in a management role (for example, being proactive)	State Services Authority, *Development framework for Victorian public sector managers* (and associated materials) www.ssa.vic.gov.au State Services Authority, *The Victorian public employment capability framework: an introduction for public sector agencies* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Leading the way* www.ssa.vic.gov.au Organisational capability frameworks and role descriptions
Understanding yourself	
☐ Techniques for assessing your own personality, strengths, limitations, aspirations, needs, anxieties and preferred ways of working	Personality and skill assessment tools may be of value here, especially those with a 360 or 180 degree emphasis
Understanding effective self-development and continuous growth	
☐ Techniques for:	
• Analysing development needs, identifying appropriate development activities and applying new knowledge, skills and behaviours in the workplace	State Services Authority, *Development framework for Victorian public sector managers:* Part B (Management knowledge, skills and behaviour self-assessment) and Part C (Development planning tool) www.ssa.vic.gov.au
• Creating and acting upon a career plan	Information about career planning available from www.careers.vic.gov.au
Understanding effective transitions	
☐ Strategies and actions for:	
• Preparing to move into a new role	Transition research and materials available from the Learning & Development Roundtable Manager Excellence Resource Center www.merc.executiveboard.com (for VPS staff only*)
• Building performance within the first 90 days in a role	Transition research and materials available from the Learning & Development Roundtable Manager Excellence Resource Center www.merc.executiveboard.com (for VPS staff only*)
Seeking assistance	
☐ Understanding when and how to seek support to assist with self-assessment, development planning, career planning or transitioning	

** The Victorian Public Service departments hold a joint membership to three Corporate Executive Board memberships: the Corporate Leadership Council, Learning & Development Roundtable (LDR) and Recruitment Roundtable. The Manager Excellence Resource Center is a sub-site of the LDR and contains material written especially for managers, including guides for effective management transitions.*

Managers working in Victorian Public Service departments and agencies will be able to access these resources and should contact their Human Resources Director or Learning and Development Manager for details about how to access the material.

DOT4361/09

Development Guide 2

Different styles of management for different situations

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

It is often not what managers do that produces results, but *how* they do it. Being able to use a style of management that suits an individual's personality *and* the situation in which they manage is a core skill for managers.

No particular style of management is prescribed for the Victorian public sector. The different working environments[1] and cultures[2] mean that different management approaches will be more or less effective in different management roles.

However, the Victorian public sector values[3] and employment principles[4] make certain approaches more appropriate than others.

The development emphasis here is not on learning a definitive management approach. Rather, the focus is on building a manager's capacity to identify and adopt a management approach that is appropriate for the people they are managing, the situation in which they are managing, their own personality and the Victorian public sector values and employment principles.

An additional focus is on the ability to change a management approach to suit a particular situation or over time, and to be able to adopt different management styles concurrently for different staff or tasks.

Underpinning the selection of preferred and alternative management approaches is a sophisticated ability to read a situation, including both the environment and the people within it. This is also covered in the following topic outline.

An understanding of the managers' personal style is not covered in this development area, as it is covered separately (see *Development Guide #1 – Understanding and developing yourself*). However, good self-knowledge is a prerequisite for selecting and developing effective management styles.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

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1 *For example, frontline service delivery, regulatory activities or policy development.*

2 *For example, science- or humanities-based backgrounds.*

3 *Section 7 of the* Public Administration Act 2004 *outlines the Victorian public sector values. These can be summarised as: responsiveness, integrity, impartiality, accountability, respect, leadership and human rights. More details are available at www.ssa.vic.gov.au*

4 *Section 8 of the* Public Administration Act 2004 *requires public sector body heads to establish employment processes which will ensure that:*

- *— employment decisions are based on merit;*
- *— public sector employees are treated fairly and reasonably;*
- *— equal employment opportunity is provided;*
- *— human rights as set out in the Charter of Human Rights and Responsibilities be upheld;*
- *— public sector employees have a reasonable avenue of redress against unfair or unreasonable treatment; and*
- *— in the case of the public service bodies, the development of a career public service is fostered.*

More information is available from www.ssa.vic.gov.au

Development Guide 2
Different styles of management for different situations

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of being able to adapt management approaches for different situations, especially in the context of the changing and complex environment in which the Victorian public sector operates and the composition of the public sector workforce	
Reading a situation	
☐ Understanding and applying common theories about: • Different personality types • Emotional intelligence • Organisational culture • Environmental or cultural intelligence	
Understanding different management styles	
☐ Understanding different management styles commonly used in contemporary Australia	
☐ Understanding the Victorian public sector values and employment principles and their impact on management approaches	Public Sector Standards Commissioner, *Leading the way* www.ssa.vic.gov.au
Applying preferred and alternative management approaches	
☐ Techniques for identifying a management approach in line with personal preferences, the Victorian public sector values and the work context	
☐ Techniques for: • Identifying alternative management approaches for use in different situations • Identifying situations in which a preferred management approach is likely to be ineffective and an alternative one is needed • Switching between management approaches or maintaining different styles concurrently for different staff or tasks	
Seeking assistance	
☐ Understanding when and how to seek support to assist with selecting and adapting appropriate management approaches	

DOT4361/09

Development Guide 3

Resilience and achievement: keeping going when the going gets tough

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

The ability to achieve outcomes through perseverance and professionalism, even in the face of set-backs and challenges, is a critical aspect of success in any management role.

Maintaining wellbeing (including mental health) and balancing work with other aspects of a manager's life (work/life balance) are two important concepts embedded in organisational cultures across the Victorian public sector and provide a foundation upon which to build resilience. The topic outline overleaf starts with this as its focus.

This is followed by building the knowledge, skills and behaviours necessary to manage aspects of a manager's role that can commonly cause stress, anxiety and an inability to achieve. These include working with complexity, ambiguity, change and risk; dealing with set-backs; having to make decisions; and prioritising both time and tasks.

There is also a focus on understanding stress and on addressing unproductive stress patterns.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

Development Guide 3

Resilience and achievement: keeping going when the going gets tough

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of building resilience and strategies for ensuring achievement, especially in the changing and complex environment in which the Victorian public sector operates	
Understanding resilience	
☐ Understanding common theories about resilience	
Balancing work and wellbeing	
☐ Strategies and actions for addressing the demands of the job while maintaining personal health and wellbeing, and non-work commitments	State Services Authority, *Taking stock: a survey of contemporary research on work/life balance for the Victorian public sector* www.ssa.vic.gov.au
Laying the groundwork for achievement	
☐ Techniques for: • Making decisions with confidence • Time management • Prioritising tasks	
Being comfortable with complexity, ambiguity, change and risk	
☐ Techniques for acting confidently, productively and appropriately in situations that are characterised by complexity, ambiguity, change or risk	
Dealing with set-backs	
☐ Techniques to return to performance and wellbeing as quickly as possible after set-backs, mistakes, failures, disappointments or frustrations	
☐ Strategies and actions for using set-backs, mistakes or failures as a catalyst for new strategies and behaviours	
Understanding and actively managing stress	
☐ Understanding common types and causes of stress	
☐ Techniques for: • Identifying, objectively, situations that lead to unacceptable levels of stress • Responding to stress and signs of stress with productive and sustainable stress management practices	
Seeking assistance	
☐ Understanding when and how to seek assistance with the management of stress, decision making techniques and building resilience	

DOT4361/09

Development Guide 4

Advanced interpersonal skills

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

The ability to engage with people in intelligent and compelling ways is an essential skill that underpins a manager's ability to succeed in their role.

At management level, good written and verbal communication is assumed. So the development focus here is not on establishing these fundamental abilities, but on applying these skills with sophistication to complex situations.

Five areas for development are highlighted overleaf: building working relationships; influence, negotiation and managing conflict; strategic communication; conducting meetings; and representing professionally.

There is no prescribed approach to any of these areas within the Victorian public sector. However, the Victorian public sector values* provide an important framework within which public sector relationships and interactions occur.

Other Development Guides also touch upon interpersonal skills, but do so within the context of specific management tasks and situations including, for example, managing people, working collaboratively and working with diversity.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

* *Section 7 of the* Public Administration Act 2004 *outlines the Victorian public sector values. These can be summarised as: responsiveness, integrity, impartiality, accountability, respect, leadership and human rights. More details are available at www.ssa.vic.gov.au*

Development Guide 4
Advanced interpersonal skills

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of advanced interpersonal skills as a key enabler for success in a management role in the Victorian public sector	
Establishing effective working relationships	
☐ Techniques for: • Engaging with senior audiences to convey complex information or ideas with accuracy, authority, clarity and brevity • Building and maintaining mutually beneficial professional relationships with peers, both within and outside the organisation • Building trust, rapport and authentic relationships with direct reports and others who are more junior in the organisational hierarchy	
Constructing and implementing communication strategies	
☐ Strategies and actions for facilitating communication and interaction between different hierarchical levels within an organisation	
☐ Strategies and actions for constructing and implementing communication strategies to convey information and manage expectations in a variety of contexts	
Being able to influence, negotiate and manage conflict	
☐ Techniques for: • Convincing others to engage on a topic of importance to you • Encouraging people to appreciate your perspective • Influencing people to undertake particular actions	Australian Public Services Commission, *Changing behaviour: a public policy perspective* www.apsc.gov.au
☐ Techniques to broker mutually acceptable solutions in situations where there are opposing viewpoints, especially when these are strongly held or expressed	State Services Authority, *Taking the heat out of workplace issues* resources (forthcoming) www.ssa.vic.gov.au
Conducting productive meetings	
☐ Understanding common theories about group dynamics (in the context of meetings)	
☐ Techniques for: • Conducting meetings in ways that facilitate decision making and information exchange to achieve outcomes • Contributing in meetings coordinated by others	
Representing professionally	
☐ Strategies and actions for representing an organisation and the Victorian public sector in a professional manner, especially to members of parliament and the wider community	
Seeking assistance	
☐ Understanding when and how to seek support to assist with development and application of interpersonal skills	

DOT4361/09

Development Guide 5

Thinking and acting strategically

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Thinking and acting strategically involves being able to plot a course of action that leads to results, in light of opportunities, obstacles and change, and ensuring actions are implemented in the right way and at the right time to achieve the desired outcome.

This development area focuses on the underpinning knowledge, skills and behaviours that allow managers to think and act strategically in any number of typical management situations, including 'big picture' project planning and everyday problem solving.

This development area has four core foci: different ways of thinking, reading a situation, forming and implementing a specific course of action, and communicating strategy.

The Victorian public sector does not have one standard approach for thinking or acting strategically. However, common practices and processes—for example, those relating to creating a business case, developing public policy and managing risk—promote particular ways and patterns of thinking which, over time, exert a strong influence on public sector culture.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

Development Guide 5
Thinking and acting strategically

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of thinking and acting strategically to achieve outcomes in light of obstacles within the changing and complex environment in which the Victorian public sector operates	
Applying creative, innovative and adaptive thinking	
☐ Understanding: • Common approaches for creative, innovative and adaptive thinking • Common cognitive biases and techniques to address them	
Identifying goals, context, barriers and enablers	
☐ Techniques for: • Filtering information and establishing clarity about big picture goals through, for example, consultations • Identifying and analysing barriers, enablers and opportunities	
Forming, implementing and adapting strategy	
☐ Techniques for: • Identifying, selecting and sequencing specific actions to achieve outcomes in light of particular circumstances and organisational goals • Reviewing and revising strategic action in real time	
Communicating strategy	
☐ Communicating strategy to others, especially for people who do not think strategically or who have not been involved in the thought process that has produced the strategy	
Seeking assistance	
☐ Understanding when and how to seek support to assist with development and application of effective interpersonal skills	

DOT4361/09

Development Guide 6

Overseeing operations, projects and resources in the Victorian public sector

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Most managers will have had experience in managing individual projects or particular operational functions in their pre-management roles. So the development focus here is not on building day-to-day project or operational management skills, but on aspects of project or operational management that managers may not have experienced in their pre-management work.

These include establishing a business case, establishing governance arrangements, and sourcing and allocating resources. There is also a development focus on the knowledge, skills and behaviours that a manager needs in order to ensure outcomes from a number of different projects or operational activities running concurrently.

There is an emphasis too on the knowledge, skills and behaviours that constitute the compliance aspects of project and operations management. These include procurement processes, risk management, reporting and record keeping.

In many instances, clear legislative requirements, standards and guidelines establish particular ways of managing and reporting on operations and projects within the Victorian public sector.

Most individual organisations will have developed their own policies, processes, tools and templates to ensure compliance with the various requirements. However, despite individual differences in language and format, the basic content of these policies, processes, tools and templates will be similar.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding 'public value' in the context of operational and project management	
Understanding key principles and steps	
☐ Understanding key principles for operational and project management to ensure delivery of outcomes	
Building and championing a business case	
☐ Understanding the role, purpose and common content/format of business cases	Department of Treasury and Finance, *Investment management guideline 1: overview* www.dtf.vic.gov.au
☐ Techniques for identifying:	
• The rationale for the initiative (the problem)	Department of Treasury and Finance, *Investment management guideline 2: problem definition* (and associated templates) www.dtf.vic.gov.au
• Benefits (direct and indirect) and costs (direct and indirect)	Department of Treasury and Finance, *Investment management guideline 3: benefit definition* (and associated templates) www.dtf.vic.gov.au
• The initiative (the solution)	Department of Treasury and Finance, *Investment management guideline 4: solution definition* (and associated templates) www.dtf.vic.gov.au
☐ Techniques for communicating rationale, benefits, costs, outputs and outcomes and the linkages between these in a business case format	Department of Treasury and Finance, *Investment management guideline 5: business case* (and associated templates) www.dtf.vic.gov.au
Understanding financial resource management	
☐ Understanding common funding processes including:	
• Common whole-of-government and organisational budget allocation processes	Department of Treasury and Finance, budget and financial resource management resources www.dtf.vic.gov.au
• Other funding options commonly used in the public sector, including cost recovery	Department of Treasury and Finance, *Cost recovery guidelines* www.dtf.vic.gov.au
☐ Understanding responsibilities and accountabilities regarding management of public funds	*Financial Management Act 1994* www.austlii.edu.au/au/legis/vic/consol_act/

Development Guide 6
Overseeing operations, projects and resources in the Victorian public sector

CORE CONTENT	RESOURCES
Designing work and strategies for delivering the work	
☐ Techniques for designing integrated work tasks to ensure delivery of outcomes of appropriate quality and within acceptable timeframes	
☐ Strategies and action for identifying how the work will be achieved (including assessing benefit of using in-house resources, outsourcing and/or collaboration)	
Managing procurement and contracts	
☐ Understanding the key principles and procedures for:	
• Procurement processes in the Victorian public sector	Victorian Government Publishing Board, *Practitioners' guide to strategic procurement (non-SPCs)* and associated templates/tools www.vgpb.vic.gov.au/
• Contract management in the Victorian public sector	Victorian Government Publishing Board, *Contract management best practice advice* and associated templates/tools www.vgpb.vic.gov.au
• Managing risk and business continuity	
☐ Techniques for identifying, analysing, evaluating and treating risks	Department of Treasury and Finance, *Victorian Government risk management framework* www.dtf.vic.gov.au Strategic and operation risk management resources available from Victoria www.vmia.vic.gov.au
☐ Strategies and actions that contribute to the effective management of:	
• Succession risk	State Services Authority, *Succession risk management toolkit* (guide, fact sheets and templates) www.ssa.vic.gov.au
• Workforce planning	State Services Authority, *Workforce planning toolkit (book 1): a guide for workforce planning in small to medium sized Victorian public sector organisations* www.ssa.vic.gov.au
Using planning and budget tools	
☐ Common techniques and tools for:	
• Project or operational planning at a team level showing the interconnectivity, milestones and other key reporting elements for all team or unit activities	Victorian Government Publishing Board, *Practitioners' guide to strategic procurement (non-SPCs)* and associated templates/tools www.vgpb.vic.gov.au/
• Budgeting and monitoring expenditure of funds at a team or unit level	Victorian Government Publishing Board, *Contract management best practice advice* and associated templates/tools www.vgpb.vic.gov.au

CORE CONTENT	RESOURCES
Evaluating and reporting	
☐ Common techniques for evaluating operations or projects in light of intended results	Department of Planning and Community Development, *Evaluation step-by-step guide* www.dpcd.vic.gov.au/evaluation Department of Treasury and Finance, *Investment management guideline 6: investment review* (and associated templates) www.dtf.vic.gov.au
☐ Understanding commonly encountered reporting requirements relating to return on investment on expenditure, such as Public Accounts and Estimates Committee, Expenditure Review Committee funding obligations, and Treasury Output Measures	Department of Treasury and Finance, *Investment management guideline 6: benefit report* (and associated templates) www.dtf.vic.gov.au Department of Treasury and Finance, budget and financial resource management resources www.dtf.vic.gov.au Public Accounts and Estimates Committee www.parliament.vic.gov.au/paec/
Keeping records and managing knowledge	
☐ Strategies and actions for:	
• Explicit knowledge capture and storage	Public Records Office of Victoria standards and advice www.prov.vic.gov.au *Privacy Act 2000* www.privacy.vic.gov.au *Freedom of Information Act 1982* www.foi.vic.gov.au
• Tacit knowledge capture, storage and transfer	State Services Authority, *Succession risk management toolkit fact sheets: knowledge management principles and practices* www.ssa.vic.gov.au
Seeking assistance	
☐ Understanding when and how to seek support to assist with development and application of effective operational and project management skills	

DOT4361/09

Development Guide 7

Managing and developing people in the Victorian public sector

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Good people management is one of the key contributions that a manager makes to an organisation's productivity, culture, staff retention and attractiveness to potential employees. Good people management is also one of the key factors contributing to a manager's success (and excellence) in their role.

This development area is one of many that centre on a manager's ability to work with people. Here the focus is on the fundamental actions and activities that a manager undertakes to enable their staff to perform well.

While there is no one way of undertaking these tasks within the Victorian public sector, the Victorian public sector values[5] and employment principles[6] provide a clear framework in which the management of people takes place.

Individual organisations have their own policies relating to people management, reflecting particular organisational environments. Managers need to become familiar with these.

The development topics highlighted overleaf are not intended to replace this obligation.

Pay progression in the Victorian public sector is based upon formal performance management processes. While these processes vary from organisation to organisation, they all provide a framework for a formal process of individual performance planning and review. These formal processes provide the impetus for at least two or three formal performance conversations a year.

However, it is important to stress that a formal performance management process, and the two or three conversations that are associated with it, do not equate to effective people management or managing for performance.

Good staff performance can only be achieved through a series of management actions that start with effective recruitment and establishment of a new staff member in a role. The management actions continue with effective goal setting, delegation, targeted staff development, actions to motivate and management of the working environment.

The development topics outlined overleaf also emphasises the importance of the work environment and team dynamics on the performance of staff. It highlights the importance of management proactivity in creating environments and teams that enhance, not inhibit, performance.

Other Development Guides focus on the knowledge, skills and behaviours that managers need when attracting and recruiting staff, addressing difficult situations involving the staff they manage, working collaboratively, and working with different identities, perspectives and interests.

Foundational skills, including building effective relationships, negotiation, influence and managing conflict are also covered separately within *Development Guide #4 – Advanced interpersonal skills*.

5 *Section 7 of the* Public Administration Act 2004 *outlines the Victorian public sector values. These can be summarised as: responsiveness, integrity, impartiality, accountability, respect, leadership, and human rights. More details are available at www.ssa.vic.gov.au*

6 *Section 8 of the* Public Administration Act 2004 *requires public sector body heads to establish employment processes which will ensure that:*

- *— employment decisions are based on merit;*
- *— public sector employees are treated fairly and reasonably;*
- *— equal employment opportunity is provided;*
- *— human rights as set out in the Charter of Human Rights and Responsibilities are upheld;*
- *— public sector employees have a reasonable avenue of redress against unfair or unreasonable treatment; and*
- *— in the case of the public service bodies, the development of a career public service is fostered.*

More information is available from: www.ssa.vic.gov.au

Development Guide 7
Managing and developing people in the Victorian public sector

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the impacts of good and poor people management in terms of, for example, individual wellbeing, team performance, retention, and organisational productivity and culture	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
Undertaking a manager's duty of care	
☐ Understanding a manager's responsibility to ensure the health, safety and welfare of all people at the workplace	Public Sector Standards Commissioner, *Standards* www.ssa.vic.gov.au Resources available from WorkSafe Victoria www.worksafe.vic.gov.au Relevant employment agreements (such as the Victorian Public Sector Employment Agreement 2009)
Creating environments for performance	
☐ Understanding: • Common theories about organisational culture, its contribution to performance and the managers' role in shaping culture • Using engagement surveys, exit interviews and similar workforce data to understand and monitor changes in organisational culture	Public Sector Standards Commissioner, *Positive work environment toolkit* www.ssa.vic.gov.au
☐ Strategies and actions to create a positive organisational culture	
Creating high performing teams	
☐ Understanding common theories about team dynamics	
☐ Strategies and actions to: • Establish productive teams • Achieve effective communication and information sharing within teams • Manage the impacts of arrivals and departures of staff to minimise disruption and capitalise on the changes	

CORE CONTENT	RESOURCES
Assigning work, goal setting, delegating and empowering staff	
☐ Techniques for: • Assigning work to individuals appropriate to their skills, potential and aspirations • Defining individual goals in collaboration with individual staff members and in line with team and organisational goals	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
☐ Strategies and actions for empowering individuals to work with authority and autonomy to achieve the goals and responsibilities ascribed them	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
☐ Techniques to: • Help individuals and teams develop their own workable solutions to the work challenges they encounter • Avoid micro- or under-managing individuals and teams	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
Motivating and engaging staff	
☐ Understanding: • Common threats to staff motivation and engagement • Common signs that staff motivation and engagement is threatened • Common motivational theories and activities that address common threats to staff motivation and engagement • The impacts of non-verbal actions on motivation and engagement	
☐ Techniques for maintaining the motivation and engagement of high achieving staff	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
Helping staff create performance, development and career plans	
☐ Techniques for: • Assessing staff potential in terms of skills and career progression	State Services Authority, *Succession risk management toolkit* fact sheets on identifying staff potential www.ssa.vic.gov.au
• Assisting staff identify and frame their career aspirations and goals	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
• Assisting staff identify their performance goals for the next planning period • Assisting staff identify their development needs by recognising gaps in light of current and future work demands and individual career aspirations • Assisting staff identify development activities that will help address development needs • Assisting staff identify opportunities to advance their career plans	

CORE CONTENT	RESOURCES
Developing staff	
☐ Strategies and actions for:	
• Helping staff prepare for specific development activities	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
• Applying newly acquired knowledge, skills and behaviours back in the workplace	
☐ Strategies and actions for reviewing the effectiveness of staff development activities in light of development needs and performance plans	
☐ Techniques for:	
• Tutoring and coaching staff in ways that increase their capacity to grow and act autonomously	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
• Constructing on-the-job development opportunities for staff, including 'stretch' assignments	
Providing feedback	
☐ Techniques for providing timely and accurate feedback:	
• Informally in ways that allow staff to use the feedback to achieve and sustain optimum performance	State Services Authority, *Talking Performance* (forthcoming) www.ssa.vic.gov.au
• As part of a formal performance review (or similar) in ways that allow staff to use the feedback to achieve and sustain performance	
Supporting flexible working arrangements	
☐ Understanding the flexible working arrangements commonly encountered in the Victorian public sector	State Services Authority, *Taking stock: a survey of contemporary research on work/life balance for the Victorian public sector* www.ssa.vic.gov.au
☐ Techniques for:	
• Negotiating arrangements that meet the demands of the work and the needs of individual staff	State Services Authority, *Making flexible work a success: a guide to promoting work/life balance in the Victorian public service* www.ssa.vic.gov.au
• Managing staff and teams with differing working hours or locations	State Services Authority, *Making flexible work a success: a guide to promoting work/life balance in the Victorian public service* www.ssa.vic.gov.au
Seeking assistance	
☐ Understanding when and how to seek support, to assist with managing individuals and teams	

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Development Guide 8

Managing difficult situations involving the people a manager manages

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Some of the most stressful situations that a manager has to face are difficult situations involving the people they manage.

These are situations that are difficult partly because they can involve strong emotions and partly because most managers will not experience these situations very often. So they will not have had the opportunity to develop and refine their ability to address these situations with confidence.

Development activities, especially those involving coaching or working through scenarios, provide a valuable opportunity to develop, rehearse and refine the skills and behaviours for addressing difficult situations in a safe environment *before* a manager has to address the situations in the real world.

Difficult situations typically arise from staff underperformance, conflicts, bullying behaviours, criminal or unethical activity, the application of formal grievance processes, workplace injuries or personal difficulties experienced by staff.

In the vast majority of these situations, a manager has an obligation to do something. In some cases, the manager's obligation to act, and the way in which they must act, is outlined in legislation such as the *Occupational Health and Safety Act 2004* or the *Public Sector Administration Act 2004*, or in organisational policy documents and guidelines.

So an important development focus is helping managers understand the nature of their obligation to act and where they can find information about their obligations.

In many instances the manager's response will be guided less by legislative frameworks and more by good judgement.

Good judgement includes the ability to observe signs that indicate something may be amiss, watching individuals or teams for subtle clues, comparing changes in behaviour, deciding if the behaviour is of sufficient seriousness to warrant action, and carefully assessing whether actions will achieve positive outcomes.

Some of the elements of good judgement are covered in the Development Guides focusing on management role foundations, including *Development Guide #4 – Advanced interpersonal skills* and *Development Guide #5 – Thinking and acting strategically*. Material covered by *Development Guide #11 – Working with diversity in the Victorian public sector* and *Development Guide #12 – Managing during organisational change* will also be relevant.

Finally, the development topics outlined in the checklist that follows assume that a manager has gone a considerable way towards developing the knowledge, skills and behaviours covered in *Development Guide #7 – Managing and developing people in the Victorian public sector.*

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Development Guide 8
Managing difficult situations involving the people a manager manages

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of managing difficult situations proactively and well in terms of a manager's duty of care, the wellbeing of individuals who are impacted and organisational productivity	
☐ Understanding:	
• A manager's duty of care responsibilities, especially as they relate to actions undertaken in difficult situations involving staff	*Public Sector Standards Commissioner, Standard and guidelines: fair and reasonable treatment* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Leading the way* www.ssa.vic.gov.au Resources available from WorkSafe Victoria www.worksafe.vic.gov.au Relevant employment agreements (such as the Victorian Public Sector Employment Agreement 2009)
• The impacts of not acting in an appropriate or timely way	
Conducting difficult conversations	
☐ Strategies for undertaking difficult conversations with staff in order to address or avert difficult situations while minimising negative impacts on the health and wellbeing of all parities	Public Sector Standards Commissioner, *Taking the heat out of workplace issues: discussion paper* www.ssa.vic.gov.au
Dealing with conflicts or personality clashes	
☐ Strategies and actions to:	
• Establish a workplace free of unproductive conflict	Public Sector Standards Commissioner, *Taking the heat out of workplace issues: discussion paper* www.ssa.vic.gov.au
• Support staff in situations where they are experiencing conflict or personality clashes with others	Public Sector Standards Commissioner, *Taking the heat out of workplace issues: discussion paper* www.ssa.vic.gov.au
Addressing staff underperformance	
☐ Techniques for identifying and developing a strategy to address poor performance	

CORE CONTENT	RESOURCES
☐ Strategies and actions to support rebuilding staff performance following: • A single incidence of performance failure • Underperformance over time	
Preventing bullying and harassment	
☐ Strategies and actions to • Establish a positive workplace environment, free from bullying or harassment	Public Sector Standards Commissioner, *How positive is your work environment?* www.ssa.vic.gov.au WorkSafe Victoria, *Preventing and addressing bullying at work* www.worksafe.vic.gov.au
• Respond appropriately, immediately and effectively to incidents of, or situations likely to lead to, workplace bullying or harassment	Public Sector Standards Commissioner, *How positive is your work environment?* www.ssa.vic.gov.au WorkSafe Victoria, *Preventing and addressing bullying at work* www.worksafe.vic.gov.au
Addressing criminal or unethical behaviour in the workplace	
☐ Strategies and actions to respond appropriately, immediately and effectively to: • Criminal activity of staff or work colleagues at or outside the workplace	Public Sector Standards Commissioner, *Code of conduct for Victorian public sector employees and Code of conduct for Victorian public sector employees of special bodies* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Managing poor behaviour in the workplace* www.ssa.vic.gov.au
• Unethical actions or behaviours	Public Sector Standards Commissioner, *Conflict of interest policy framework* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Managing poor behaviour in the workplace* www.ssa.vic.gov.au
☐ Understanding the steps involved in reassigning, re-classifying or terminating a staff member to achieve minimal disruption to the organisation and maintain the dignity of the individual involved	Public Sector Standards Commissioner, *Managing poor behaviour in the workplace* www.ssa.vic.gov.au Relevant employment agreements (such as the Victorian Public Service Agreement)

Development Guide 8
Managing difficult situations involving the people a manager manages

CORE CONTENT	RESOURCES
Understanding grievance and dispute resolution processes	
☐ Understanding:	
• Common grievance and dispute resolution processes in the public sector	Public Sector Standards Commissioner, *Standards and guidelines: reasonable avenue of redress* www.ssa.vic.gov.au Relevant employment agreements (such as the Victorian Public Service Agreement)
• The rights, obligations and behaviours of a manager involved in a formal grievance or dispute resolution process	Public Sector Standards Commissioner, *Guidelines: reasonable avenue of redress* www.ssa.vic.gov.au Relevant employment agreements (such as the Victorian Public Service Agreement)
Dealing with workplace injuries	
☐ Strategies and actions to:	
• Reduce the chance of workplace injuries	Resources available from WorkSafe Victoria www.worksafe.vic.gov.au
• Respond appropriately, immediately and effectively should a workplace injury occur	WorkSafe Victoria, *What to do if a worker is injured: a guide for employers* www.worksafe.vic.gov.au
Responding to personal difficulties experienced by a staff member	
☐ Strategies and actions for responding to personal difficulties experienced by a staff member in their private life (within the boundaries of a manager's responsibilities)	
Seeking assistance	
☐ Understanding when and how to seek support to assist with managing difficult situations involving the people you manage	Many public sector organisations have employee assistance programs (or similar) that make counselling and other support services available to employees experiencing difficulties, or for managers dealing with difficulties relating to the people they manage.

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Development Guide 9

Managing attraction and recruitment activity in the Victorian public sector

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

The foundations for strong staff performance, and a manager's ability to succeed in their role, is enhanced significantly through the manager's ability to attract and recruit the right people—people who will be able to contribute to the current and evolving needs of the work and the organisation.

Attraction and recruitment in the public sector is conducted in line with the employment principles outlined in the *Public Administration Act 2004*[7] and the guidelines published by the Public Sector Standards Commissioner in *Merit in employment* (available from www.ssa.vic.gov.au).

An important development focus here is on ensuring managers have accurate knowledge of the employment principles and guidelines so that they can lead attraction and recruitment processes.

Another important development focus is on designing and conducting attraction and recruitment activities so that, for example, a competitive field of candidates who meet the requirements of the role apply for it, and that unsuccessful candidates maintain a positive perspective about the organisation.

To assist with the design and implementation of effective and efficient attraction and recruitment processes, the State Services Authority has published the *Best Practice Recruitment and Selection Toolkit* and developed a two-day training workshop based upon the toolkit, incorporating exercises and templates. Both are available for purchase from the State Services Authority.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

7 *Section 8 of the* Public Administration Act 2004 *requires public sector body heads to establish employment processes that will ensure that:*

- *— employment decisions are based on merit;*
- *— public sector employees are treated fairly and reasonably;*
- *— equal employment opportunity is provided;*
- *— human rights as set out in the Charter of Human Rights and Responsibilities are upheld;*
- *— public sector employees have a reasonable avenue of redress against unfair or unreasonable treatment; and*
- *— in the case of the public service bodies, the development of a career public service is fostered.*

More information is available from: www.ssa.vic.gov.au

Development Guide 9
Managing attraction and recruitment activity in the Victorian public sector

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of effective recruitment activity in building a professional and adaptable workforce, able to achieve outcomes in the changing and complex environment in which the Victorian public sector operates	
Planning	
☐ Techniques for identifying people, milestones and timeframes for the attraction and recruitment process	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
Conducting a job analysis	
☐ Techniques for identifying and prioritising the key knowledge, skills and behaviours required to undertake the particular pieces and/or types of work required to be undertaken now and in the future	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au State Services Authority, *The Victorian public employment capability framework: an introduction for public sector agencies* www.ssa.vic.gov.au State Services Authority, *The VPS employment capability framework: strengthening the professionalism and adaptability of the Victorian Public Service (and associated card set)* www.ssa.vic.gov.au
Developing a position description	
☐ Techniques for:	
• Turning key attributes of a role into key selection criteria	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
• Writing position descriptions that will attract and inform potential candidates with the capacity to meet current and future work requirements of the organisation	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Merit in employment guidelines* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Equal employment opportunity guidelines* www.ssa.vic.gov.au

CORE CONTENT	RESOURCES
Designing and implementing an attraction strategy	
☐ Strategies for attracting a pool of qualified candidates for a role	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au State Services Authority, *Attracting and retaining staff: a guide for the public sector in rural and regional Victoria* www.ssa.vic.gov.au State Services Authority, *Attracting and retaining an ageing workforce: a guide for Victorian public sector managers* www.ssa.vic.gov.au
Short-listing	
☐ Techniques for identifying suitably qualified candidates to form a short list for the next stage of the process	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
Interviewing and conducting additional assessments	
☐ Techniques for conducting behaviour-based interviewing	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
☐ Understanding and using other forms of assessment	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
☐ Techniques for undertaking reference checking	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
Making a selection decision	
☐ Strategies and actions for ensuring evidence- and merit-based evaluation and decision making processes	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Merit in employment guidelines* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Equal employment opportunity guidelines* www.ssa.vic.gov.au Public Sector Standards Commissioner, *Fair and reasonable treatment guidelines* www.ssa.vic.gov.au

CORE CONTENT	RESOURCES
Communicating outcomes	
☐ Techniques for: • Communicating outcomes of the selection process to the successful candidate and negotiating arrangements for commencement • Communicating outcomes of the selection process to the unsuccessful candidates to ensure their interest in applying for other roles in the future and/or talking positively about the organisation to their friends and colleagues	
Facilitating role on-boarding	
☐ Strategies and activities to:	
• Assist the new appointee to establish productivity in their new role	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au State Services Authority, *Succession risk management toolkit: role on-boarding fact sheet* www.ssa.vic.gov.au
• Ensure appropriate and effective use of the probation processes (where a probation period applies)	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au
Adding value	
☐ Strategies and actions for reviewing and refining the attraction, recruitment and on-boarding process	
☐ Strategies and actions for capturing and sharing data arising from the recruitment process (for example, aggregate information about number and quality of applicants, where they have come from and why they are attracted to the organisation)	
Seeking assistance	
☐ Understanding when and how to seek support to assist with attraction and recruitment processes	State Services Authority, *Best practice recruitment and selection toolkit* www.ssa.vic.gov.au

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Development Guide 10

Collaborating across and beyond the Victorian public sector

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Collaboration—working with others to achieve particular goals—occurs in many different forms across the Victorian public sector. It ranges from ad hoc one-to-one arrangements and informal networks, to project groups within or across departments, to multi-jurisdictional or multi-sector arrangements framed by formal agreements and documented protocols.

Victorian public sector managers often find themselves either participating in, or establishing and leading, some form of collaboration.

Collaboration across government is undertaken with different levels of formality and permanence. Mechanisms such as interdepartmental agency committees and, on a national level, Council of Australian Governments, represent one type of collaboration, while project teams, communities of practice or alumni groups represent more fluid forms of collaboration across the public sector.

Collaborations between public sector organisations are often undertaken within the auspices of 'joined up' government. Within this framework of 'joined up' government, individual agencies come together on the basis of common goals defined by stakeholders (communities or clients) and/or issues. Work is undertaken collaboratively across departments, portfolios or levels of government to address complex issues that cross individual agency boundaries.[8]

Collaborations are also undertaken between government agencies, community organisations and private sector organisations. The former collaborations are often framed within policy development processes or service delivery arrangements, often involving consultations, grants and/or other contracting arrangements. The latter are often framed within public-private partnerships or other contracting arrangements.

Victorian public sector managers need to become familiar with the various formal instruments of collaborative relationships (such as terms of reference or memorandums of understanding). However, of greater importance is the development of the skills and behaviours required to construct, frame and ensure productive engagement and collaborations, both formal and informal. Managers also need to be able to recognise and address the challenges that organisational differences and loyalties of members of any given collaboration can create.

The following development topic checklist focuses on the common reasons for and different types of collaboration; protocols and strategies for productive collaborations; and the key characteristics of the sectors from which collaborators may come.

Advanced interpersonal skills, the ability to work with diversity and (often) resilience are prerequisites for effective collaboration. These are addressed by other Development Guides and are not addressed explicitly in the checklist that follows.

8 *State Services Authority,* Victorian approaches to joined up government*, November 2007*

Development Guide 10
Collaborating across and beyond the Victorian public sector

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the value of collaboration in terms of, for example, sharing resources or risks to achieve increased efficiency or outcomes, and/or efficient information exchange for mutual or unilateral benefit	
Understanding the common contexts for collaborative activity	
☐ Understanding common contexts for collaborative activity in the public sector, such as addressing broad policy issues, multi-government action, place or population-based activities, integrated service delivery and subject-based information or knowledge exchange	State Services Authority, *Joined up government: a review of national and international experiences working paper* www.ssa.vic.gov.au State Services Authority, *Victorian approaches to joined up government* www.ssa.vic.gov.au Council of Australian Governments www.coag.gov.au
Understanding common types of collaboration	
☐ Understanding common types of collaborative activity, including:	
• Inter-agency committees and project teams	State Services Authority, *Victorian approaches to joined up government* www.ssa.vic.gov.au
• Regional management forums	State Services Authority, *Review of regional management forums (final report)* www.ssa.vic.gov.au
• Community engagement practices	Department of Sustainability and Environment, *Effective engagement toolkit* www.dse.vic.gov.au
• Public-private partnerships	Partnerships Victoria www.partnerships.vic.gov.au
• Communities of practice	

Development Guide 10
Collaborating across and beyond the Victorian public sector

CORE CONTENT	RESOURCES
Understanding the principles and practices of engagement	
☐ Understanding and creating different types of engagement, depending on purpose and stakeholders involved	State Services Authority, *Victorian approaches to joined up government* www.ssa.vic.gov.au State Services Authority, *Review of regional management forums (final report)* www.ssa.vic.gov.au Department of Sustainability and Environment, *Effective engagement toolkit* www.dse.vic.gov.au Partnerships Victoria www.partnerships.vic.gov.au
Understanding protocols and strategies for productive collaboration	
☐ Understanding common theories about group dynamics (in the context of collaborations)	Department of Sustainability and Environment, *Effective engagement toolkit* www.dse.vic.gov.au
☐ Strategies and actions for contributing to a collaboration	
☐ Strategies and actions for setting up and leading a collaboration, including: • Setting and managing expectations • Establishing authority and accountabilities • Determining membership criteria • Setting goals and outcomes	
☐ Understanding common protocols for • Communication about and within the collaboration • Decision making • Dispute resolution • Seeking and managing resources • Monitoring progress towards agreed goals and outcomes • Record keeping • Winding up the collaboration	
☐ Understanding common governance documentation (such as terms of reference, memorandums of understanding, heads of agreement and grant agreements)	
☐ Techniques and technologies for stimulating productivity within collaborations	Department of Sustainability and Environment, *Effective engagement toolkit (book 3)* www.dse.vic.gov.au

Development Guide 10
Collaborating across and beyond the Victorian public sector

CORE CONTENT	RESOURCES
Understanding the different sectors	
☐ Understanding the different accountabilities, governance structures, ways of operating and cultures of:	
• Victorian public sector organisations	State Services Authority, *State of the public sector in Victoria* (annual reports) www.ssa.vic.gov.au
• Commonwealth Government organisations	Australian Public Service Commission, *State of the service* (annual reports) www.apsc.gov.au/stateoftheservice/index.html
• Local government organisations	Department of Planning and Community Development, *Local government in Victoria* (annual reports) www.localgovernment.vic.gov.au
• Not-for-profit organisations and the community sector	State Services Authority, *Review of not-for-profit regulation* (final report) www.ssa.vic.gov.au
• Private sector organisations	
Seeking assistance	
☐ Understanding when and how to seek assistance to support collaborative work	

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Development Guide 11

Working with diversity in the Victorian public sector

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Ensuring effective engagement with and between people whose identities, perspectives and interests differ significantly is a key factor in achieving outcomes in the Victorian public sector.

In the course of their work, Victorian public sector managers will commonly encounter people whose identities, perspectives and interests are significantly different from their own. This will occur within the workplace, within the collaborative environments in which they work and in their contact with members of the Victorian community.

It is important that Victorian public sector managers develop the capacity to appreciate and benefit from different identities, perspectives and interests rather than seeking to deny or remove differences.

Increasing understanding about the different identities, perspectives and interests commonly encountered in Victoria provides the focus for the development topics outlined below.

The focus on developing the knowledge, skills and behaviours for working with diversity is presented here without context. Other Development Guides provide the basis to explore the context in which managers will encounter different identities, perspectives and interests (especially *Development Guide #7 – Managing and developing people in the Victorian public sector* and *Development Guide #10 – Collaborating across and beyond the Victorian public sector*).

Development Guide #4 – Advanced interpersonal skills provides many of the foundational skills for working with diversity.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

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Development Guide 11
Working with diversity in the Victorian public sector

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of working with diversity to achieve high quality outcomes in the context of the changing and complex environment in which the Victorian public sector operates	Data from the Australian Bureau of Statistics will be of use in providing contextual information www.abs.vic.gov.au Urban and regional research reports and analysis produced by the Spatial Analysis and Research branch of the Department of Planning and Community Development will also be of interest www.dpcd.vic.gov.au
Understanding the underpinning principles	
☐ Understanding: • The general principles for achieving meaningful engagement with and between people with significantly different identities or perspectives	
• Legislation relevant to diversity	*Charter of Human Rights and Responsibilities Act 2006* www.humanrightscommission.vic.gov.au *Equal Opportunity Act 1995* www.austlii.edu.au/au/legis/vic/consol_act/ *Disability Act 2006* www.dhs.vic.gov.au/disability/improving_supports/disability_act_2006
Understanding different identities, perspectives and interests*	
☐ Understanding: • Work-culture identities, perspectives and interests commonly encountered within Victoria	
• Socio-economic identities, perspectives and interests commonly encountered within Victoria	
• Generational identities, perspectives and interests commonly encountered within Victoria	State Services Authority, *Attracting and retaining an ageing workforce: a guide for Victorian public sector managers* www.ssa.vic.gov.au

** Please note that this is not an exhaustive list of the different identities, perspectives and interests you are likely to encounter. Depending on your own identity and perspectives, the environment in which you work and the people you meet, you may need to undertake further and more specialised development to ensure appreciation of, and engagement with, other specific identities or perspectives.*

CORE CONTENT	RESOURCES
• Cultural identities, perspectives and interests commonly encountered within Victoria	Resources available from Multicultural Victoria www.multicultural.vic.gov.au Resources available from Cultural Diversity Victoria www.culturaldiversity.vic.gov.au Australian Council for Educational Research, *Enhancing employment opportunities for Indigenous Victorians: a review of the literature* www.ssa.vic.gov.au
☐ Understanding the identities, perspectives and interests of people who have:	
• Blindness (or low vision)	Resources available from Vision Australia www.visionaustralia.org.au/
• Deafness (or low hearing)	Information sheets available from Deaf Australia www.deafau.org.au/ Deafness Forum Australia www.deafnessforum.org.au/
• Mobility or communication difficulties	Physical Disability Council Victoria http://home.vicnet.net.au/~pdcv/
• A degenerative condition such as multiple sclerosis or motor neurone disease	Motor Neuron Disease Australia www.mndaust.asn.au/ Cerebral Palsy Australia www.cpaustralia.com.au/index.html MS Australia www.msaustralia.org.au/
• A mental illness	www.health.gov.au/mentalhealth
• An intellectual or learning disability	Brain Injury Australia www.bia.net.au/
Seeking assistance	
☐ Understanding when and how to seek support working with people with different identities or perspectives	

Development Guide 12

Managing during organisational change

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

At some stage in a management career, a manager is likely to be involved in an organisational change initiative. The change could be large or small, evolutionary or revolutionary, or be driven externally or internally. While change initiatives are instigated (or at least framed) by senior organisational leaders, managers have a key role to play in making the changes happen across the organisation and in managing the impacts.

In the public sector, organisational change often results from changes in the way that ministerial portfolio areas are defined and integrated. This results in 'machinery of government' changes. In these situations, work units or divisions may be moved from one department to another or be reconfigured in other ways. Sometimes whole organisations are created or disbanded.

The physical relocation of an organisation and the redistribution of an organisation's workforce across different locations are other common types of organisational change encountered in the public sector. So too is restructuring or re-shaping an organisation's workforce in light of changing demands or strategies for achieving organisational outcomes.

Individual organisations often help their staff prepare for significant change situations and often provide development activities tailored for the specific change event. However, the public sector manager needs to understand and be able to apply the basic principles of change management, because often the speed or scale of the change means formal or lengthy staff preparation activities are not always possible.

The development topics outlined overleaf are aimed at providing managers with a 'big picture' understanding of the key elements of managing in an organisational change situation.

Each topic is related to other topics explored in greater detail in other Development Guides. The development focus here is on adapting and applying core management knowledge, skills and behaviours to a change environment and a manager's role at a time of organisational change.

The following checklist starts with a consideration of the different types of change and understanding how the variations may impact on how the organisation's employees experience the change and the tasks managers will have to undertake.

The next focus is on understanding the particular impacts change may have on staff and the particular knowledge, skills and behaviours a manager will find helpful in these particular situations (other Development Guides focus on core people management skills, including *Development Guide #8 – Managing difficult situations involving the people you manage*).

There is also a focus on effective communication within a change situation. Other Development Guides concentrate on core communication skills more completely (*Development Guide #4 – Advanced interpersonal skills* and *Development Guide #7 – Managing and developing people in the Victorian public sector*).

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Development Guide 12
Managing during organisational change

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding the importance of organisational change and effective change management in light of the environment in which the Victorian public sector works	
Planning for different types of change	
☐ Understanding different types of change in terms of, for example, scale, speed (evolution/revolution) and drivers (internally driven/imposed)	
☐ Understanding 'machinery of government' changes	
☐ Techniques for planning for change, including framing goals, milestones, timeframes, key actions and progress evaluations, and tailoring plans for different types of change	
Supporting people through change	
☐ Understanding typical employee responses to change	
☐ Strategies and actions to help people: • Let go of the past and embrace the new • Maintain motivation and engagement during change • Maintain productivity during change	
Communicating in a change environment	
☐ Techniques for: • Effective formal communications in a change environment • Communicating information or decisions that people may find upsetting • Managing informal communication in a change environment, including the 'rumour mill' • Communicating about the change with external stakeholders	

Development Guide 12
Managing during organisational change

CORE CONTENT	RESOURCES
Managing the business impacts of change	
☐ Strategies for managing the impacts of change on: • Business continuity • Organisational risk profile • External stakeholder relationships	
Understanding formal processes for restructures and redundancies	
☐ Understanding formal processes relating to significant change of role or redundancies	Industrial Relations Victoria, *Industrial relations policy manual for the Victorian public sector: 2006* www.business.vic.gov.au Relevant employment agreements (such as the Victorian Public Service Agreement) Public sector employment industrial relations materials www.business.vic.gov.au
☐ Strategies and actions for maintaining engagement, productivity and wellbeing of staff where redundancies are occurring	
Monitoring, review and continuous improvement	
☐ Strategies and actions for: • Monitoring change effectiveness • Reporting and communicating progress and effectiveness of change initiatives	
Seeking assistance	
☐ Understanding when and how to seek support to assist with the change process and its impacts, especially those relating to industrial relations or staff wellbeing	

Development Guide 13

Contributing to public policy

This guide has been written for individuals and organisations that deliver development activities for Victorian public sector managers. There are 13 guides. They form part of the State Services Authority's Development framework for Victorian public sector managers. The full suite of Development Framework materials is available from www.ssa.vic.gov.au

Public policy refers to a set of actions the government is implementing to address a particular problem impacting on the community. A key role for the public sector is to shape, draft and implement public policy through active engagement with the wider community.

Not all managers in the Victorian public sector are directly involved with the development of public policy. However, a considerable number of managers are involved with public policy either through contributing to policy formation consultations or in implementing the actions identified as part of a policy response. So a good understanding of how policy is developed and how to implement and review public policy is valuable for a management career in public service.

The development topics, overleaf, follow the 'life cycle' of public policy, from identifying the issue to evaluating the effectiveness of the policy response.

Some of the knowledge, skills and behaviours addressed here are similar to those covered in *Development Guide #6 – Overseeing operations, projects and resources in the Victorian public sector*, especially the focus on building business cases and reviewing achievement of business outcomes.

Individual organisations are likely to have their own policy processes, protocols and documentation templates. So the emphasis here is on developing the underpinning knowledge, skills and behaviours relating to public policy processes in general.

What should a development activity cover?

The checklist that follows outlines the core content that development activities focusing on this subject area ought to cover in order to build the knowledge, skills and behaviours required for success in *any* Victorian public sector management role.

Accompanying the checklist is a list of resources. Use of these resources in the design and delivery of a development activity will help build knowledge, skills and behaviours that are of immediate and clear value in *any* management role in the Victorian public sector.

Some of these resources describe specific knowledge, skills or behaviours, while others provide information about the context in which Victorian public sector managers operate. In most cases, the resources do not address the topic in full. Additional material will still be required to provide comprehensive development in the relevant content area.

Most resources listed are freely available as downloads from the websites indicated.

Development Guide 13
Contributing to public policy

CORE CONTENT	RESOURCES
Establishing the context	
☐ Understanding 'public value' in the context of public policy formation and delivery	
☐ Understanding the policy cycle • Identifying a public policy issue	
☐ Techniques for identifying a problem in the wider community for which a public policy response may be appropriate • Undertaking research and analysis	
☐ Understanding what constitutes evidence in a public policy context	Australian Public Service Commission, *Challenges of evidence-based policy-making* www.aspc.gov.au
☐ Techniques for: • The collection and assessment of quantitative and qualitative data • Forecasting, including scenarios and impact analysis	
☐ Techniques for the effective use of: • Community engagement in the research and analysis processes • Australian Bureau of Statistics data in the research and analysis processes • Consultants and other technical specialists in the research and analysis processes	Department of Sustainability and Environment, *Effective engagement toolkit* www.dse.vic.gov.au
Forming and assessing public policy options	
☐ Techniques for developing policy options	
☐ Understanding and applying: • Decision making frameworks within a public policy context • Cost-risk benefit analysis in a public policy context	
☐ Techniques for the effective use of: • Community engagement in the assessment processes • Consultants and other technical specialists in the research and analysis processes	Department of Sustainability and Environment, *Effective engagement toolkit* www.dse.vic.gov.au
Writing public policy	
☐ Techniques for drafting public policy to ensure adoption and impact	
Evaluating public policy	
☐ Techniques for: • Evaluating the effectiveness of public policy responses in terms of the original issue and in light of changing circumstances • Reporting on policy effectiveness	
Seeking assistance	
☐ Understanding when and how to seek support to assist with the development or implementation of public policy	

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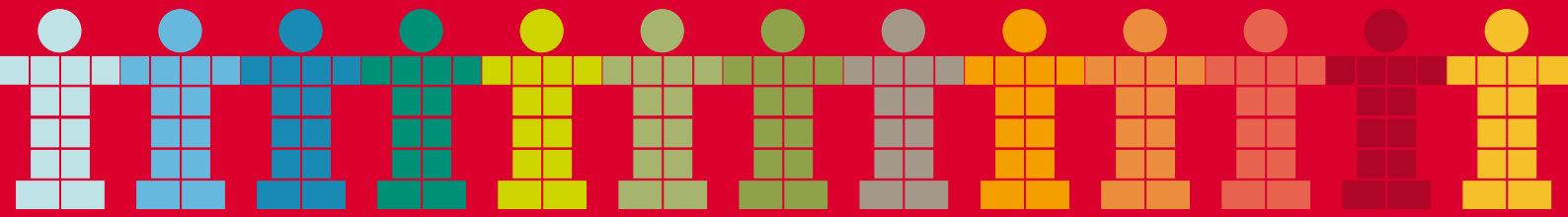

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