

# Great manager, great results

Development framework for Victorian  
public sector managers

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](mailto: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](http://www.ssa.vic.gov.au)

Published 2009

© Copyright State Government of Victoria State Services Authority 2009

<b>Overview</b>	<b>2</b>
<b>Development Framework for public sector managers</b>	<b>7</b>
The development framework	11
<i>Management role foundations</i>	12
<i>Management role activities</i>	17

# Overview

## Knowledge, skills and behaviours for a management role

Managers transform organisational vision into outcomes. To do this managers advise, lead, follow, connect, collaborate, act, persevere and deliver.

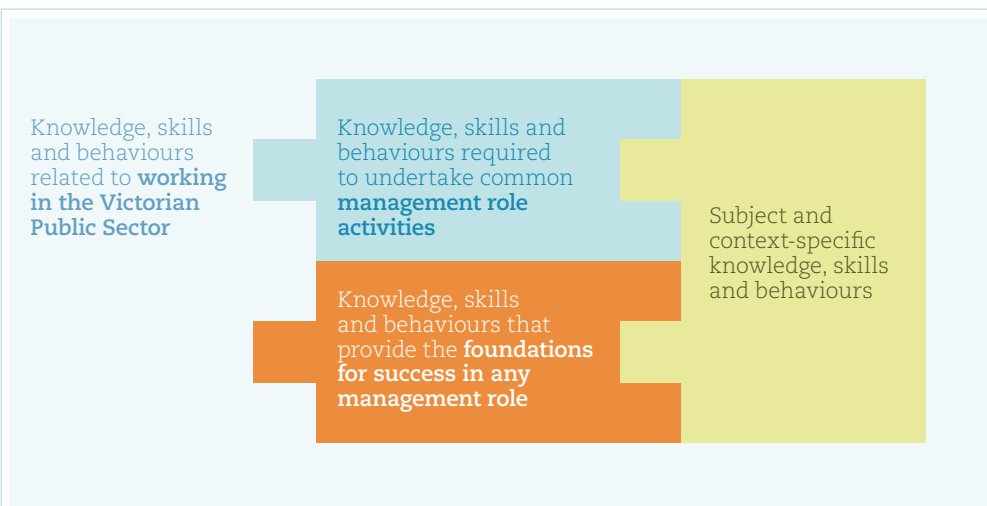
Managers actively contribute to organisational vision by providing sound advice to senior leaders about opportunities, risks and practicalities. Managers then translate organisational vision into targeted actions and tangible outcomes by providing leadership – direction, advice and support – to individuals and teams.

Managers work collaboratively with peers from other divisions and organisations. They do this to share information, maximise resources, broker solutions and increase the value of outcomes to the government and the public it serves.

The role of the Victorian public sector manager is rewarding, complex and challenging. In order to succeed in this role, managers need to develop and apply knowledge, skills and behaviours over and above the technical or professional expertise they may have.

The knowledge, skills and behaviours required for Victorian public sector management roles fall into four broad areas.

Anyone who develops the knowledge, skills and behaviours in all four areas will be able to succeed with confidence in any Victorian public sector management role.



### The Development Framework for Victorian public sector managers

The State Services Authority (SSA) has created the *Development Framework for Victorian public sector managers* to establish a common understanding about the knowledge, skills and behaviours required for success in any Victorian public sector management role, regardless of the specific context in which the role is performed.

Used to shape the professional development of emerging and experienced managers, the Development Framework will contribute to the ability of Victorian public sector managers to move easily from one role, situation or environment to another. This provides the basis for a responsive and adaptive public sector.

The Development Framework contains 13 development areas, presented in two sections: management role foundations and management role activities.

The **management role foundations** section covers the underpinning knowledge, skills and behaviours that every successful Victorian public sector manager draws on every day. They are, literally, everyday management knowledge, skills and behaviours:

1. understanding and developing yourself
2. different styles of management for different situations
3. resilience and achievement
4. advanced interpersonal skills
5. thinking and acting strategically.

The **management role activities** section covers the tasks and actions that all managers need to undertake in order to deliver outcomes, regardless of the specific nature or context of their work. These include:

6. overseeing operations, projects and resources in the Victorian public sector
7. managing and developing 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.

The new Development Framework is detailed in different ways for different audiences through a suite of resources collectively titled *Great manager, great results*.

The knowledge, skills and behaviours specifically related to the Victorian public sector are highlighted throughout the *Great manager, great results* documents. The SSA's *Welcome to government* also provides more information about the Victorian public sector context.

The Development Framework does not focus at all on the professional, technical or context-specific knowledge, skills and behaviours a manager may require in their role. Department and agency capability frameworks, position descriptions for individual roles, and human resources staff will assist managers to identify any job-specific capabilities they may need to develop.

## How the Development Framework fits together

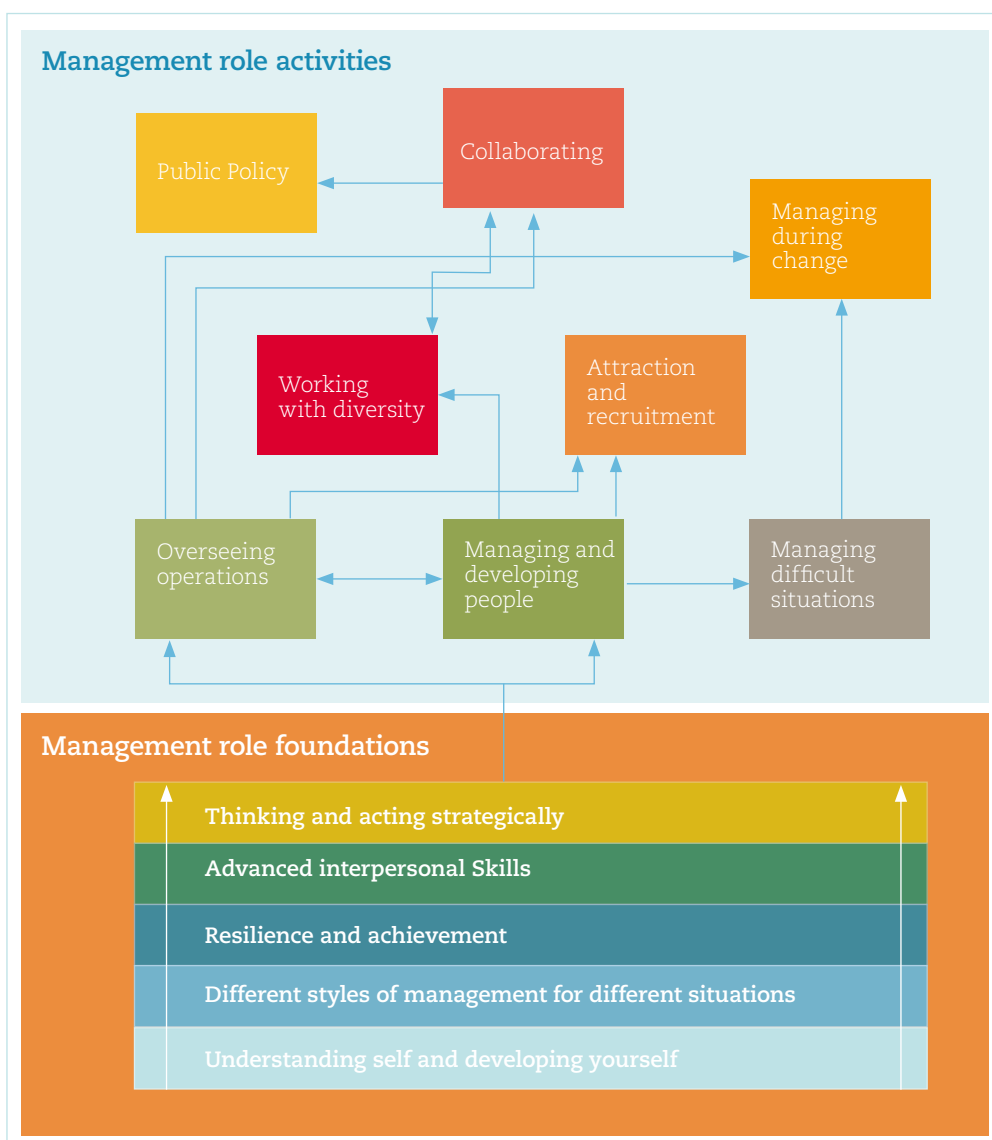
The order in which a manager focuses on the different development areas will, of course, depend on an individual manager's existing knowledge, skills and behaviours, their experience and aspirations, and the context in which they work.

However, a manager (or an aspiring manager) should focus first on developing expertise in the management role foundations. The knowledge, skills and

behaviours highlighted in this part of the framework underpin the ability to succeed in all aspects of a management role.

Next, a manager should focus on developing expertise in 'overseeing operations' and in 'managing and developing people'.

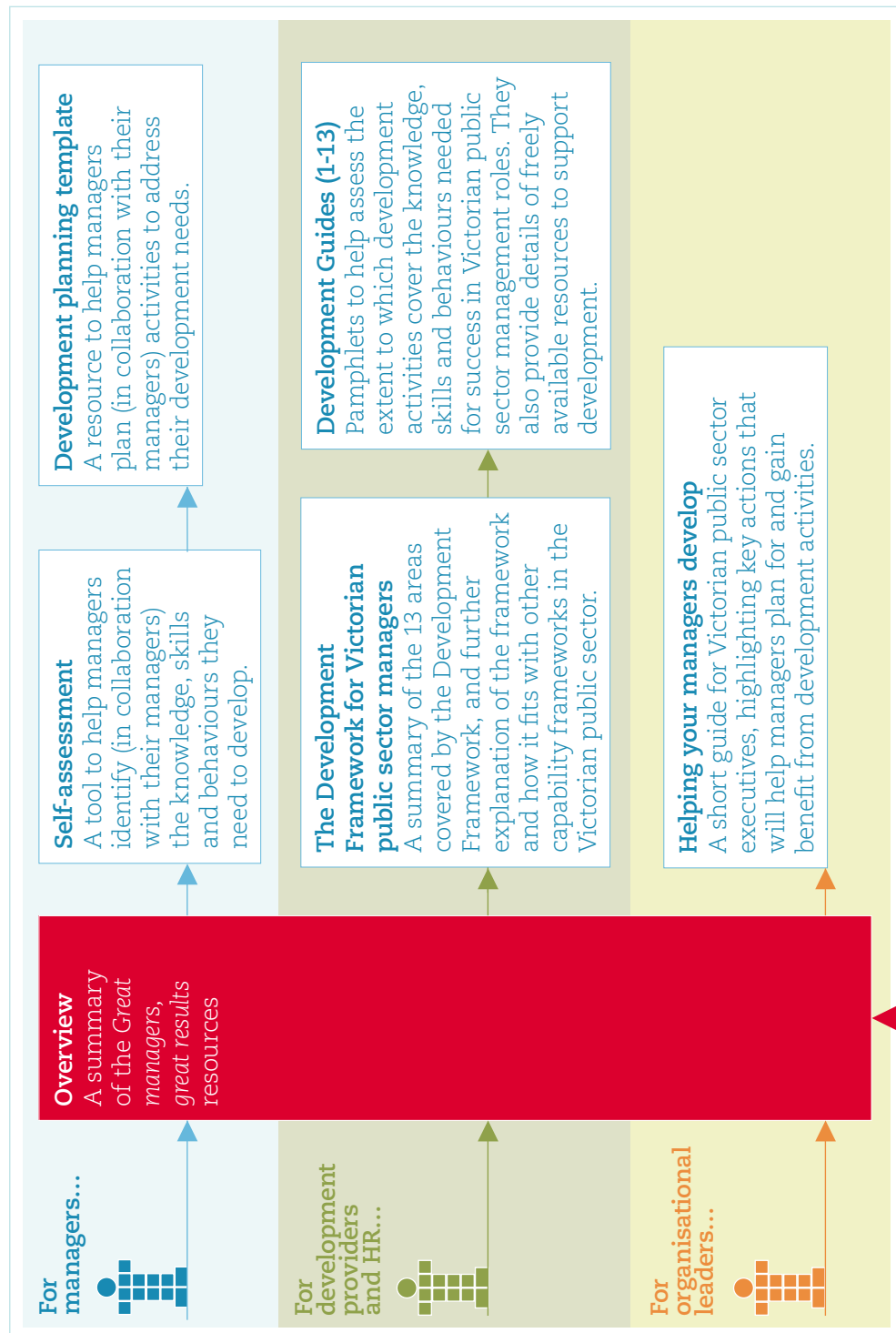
The arrows in the diagram below show how the other development areas build on the knowledge, skills and behaviours covered in these foundation areas.



## Where to from here? (The 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](http://www.ssa.vic.gov.au) and are outlined here.

Of course, individual Victorian public sector organisations have their own resources that managers can draw on to help them identify and address their professional development needs.





# The Development Framework for Victorian public sector managers

## The rationale

Within any organisation, managers are the 'connectors'. They influence and have impact up, down and across an organisation. They have a critical role to play in achieving organisational productivity and wellbeing. They deliver the tangible outcomes of organisational vision.

Strong and consistent capability at middle management level, individually and collectively, is vital for any organisation.

Many people come to a management role on the strength of achievement in pre-management roles, where subject matter expertise or a narrow scope of accountabilities has allowed them to excel. It is common for first time managers to assume that what is required in their management role is simply 'more of the same'; they need to keep doing whatever brought them success in their pre-management roles.

This belief can persist because position descriptions, performance plans and recognition practices for management roles seldom give attention to the full scope of management role accountabilities. The achievement of tangible outcomes is often given primary attention. The management knowledge, skills and behaviours required to achieve these outcomes are not clearly stated but assumed or implied.

For example, the extent to which a manager is expected to work proactively and collaboratively is often not made explicit. The manager's role to recruit, direct, advise, develop and support staff is often hidden within the phrase 'manage a team'. No further detail is provided about the complexity of these activities and how to perform them well.

As a consequence, managers are likely to have a good idea of *what* they need to achieve, but little sense of *how* they should achieve these outcomes from a management perspective.

Some managers may take from this that how they go about their role is less important than what they achieve, or that success in a management role requires no special knowledge, skills or behaviours. Managers can miss the fact that the scope and nature of a management role is significantly different from that of previous roles.

Most managers are able to muddle through and develop approaches on the run. Sometimes these approaches are effective in the short term, but they do not always lead to sustained performance. Sometimes they can lead to serious problems such as micro-management, under-management, conflict, stress, inactivity and disengagement.

It is often only when something goes wrong that attention is given to the 'how' of management. By this time it may be too late. Damage to individuals and the organisation may have already been done.

Given the central role that managers play in organisational productivity and wellbeing, it is important that managers have the opportunity to develop, in an overt and systematic way, the special knowledge, skills and behaviours required for success in their role.

Managers should be given this opportunity irrespective of their proficiency in pre-management roles or whether they have the potential or aspiration to move higher in the organisational hierarchy.

The *Development Framework for Victorian public sector managers* has been designed to provide a comprehensive statement about the knowledge, skills and behaviours required for success in any Victorian public sector management role. In doing so, it seeks to provide the basis on which to:

- make overt both the 'what' and the 'how' of management in the Victorian public sector;
- assess the strengths and development needs of people currently performing or aspiring to a Victorian public sector middle management role;
- focus efforts to develop the knowledge, skills and behaviours required for success in a middle management role;
- communicate effectively with the wider development provider (training) community to encourage design, promotion and delivery of development activities that have clear and direct value to managers, organisations and the public sector as a whole; and
- build knowledge, skills and behaviours that are easily transferable to other management roles and contexts.

The Development Framework is detailed in different ways for different audiences through a suite of resources collectively titled *Great manager, great results*.

The application of the *Great manager, great results* materials is expected to achieve the following outcomes:

- greater sophistication in the performance of Victorian public sector management roles;

- increased return on investment for management development activities; and
- easier movement of managers from one public sector role, division, organisation, situation or environment to another, which will contribute to the creation of a flexible and adaptable public sector workforce.

## 'Management' and 'leadership'

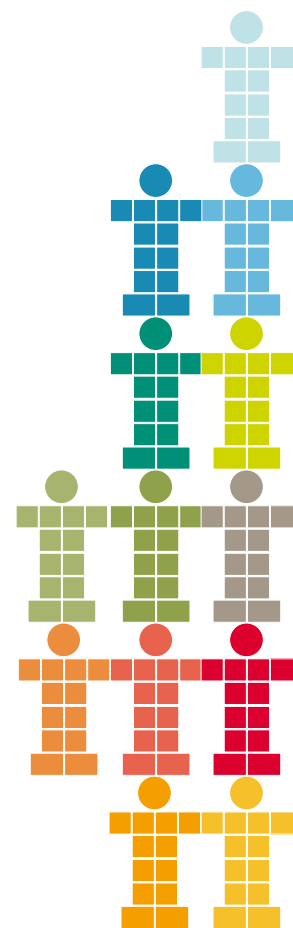
There is often debate about the difference between management and leadership. The debate is created, to some extent, by the fact that the term 'leadership' is used in two different ways: to denote a set of skills/qualities and to indicate a type of role within an organisational hierarchy.

Different organisations will have different interpretations of the terms. For example, many organisations consider achieving outcomes by influencing others (direct reports, colleagues or members of the wider community), developing strategy or simply being proactive, as 'leadership'. So people working at any level in the organisation need to have and apply 'leadership' skills and attributes.

For these organisations, the term 'management' is used to describe the more technical or process oriented tasks of ensuring that particular activities are undertaken correctly. Used in this way, management skills and attributes are also required at all levels within an organisation.

The terms 'leadership' and 'management' are not used in this way throughout the *Great manager, great results* materials.

Rather, the term 'manager' in the title *Great manager, great results* refers to a formally recognised position within an organisational hierarchy. It denotes the group of roles that sit below the senior most roles and above the front line or operational roles within an organisation. These management roles go by various titles across the Victorian public sector; position titles may include the terms 'Senior', 'Principal' or 'Manager'.



# The Development Framework for Victorian public sector managers

The Development Framework promotes activities such as achieving results by influencing others, thinking strategically and being proactive (sometimes viewed as 'leadership' skills), as inherent components of every Victorian public sector management role, not separate from or additional to them.

The knowledge, skills and behaviours required to perform a formal organisational leader role—that is, to perform a role at or near the senior most role in the organisational hierarchy, with a span of control and responsibility that covers the whole organisation or a substantial part of it—are not specifically highlighted in the Development Framework.

The *VPS leadership capability framework*, available from the Victorian Leadership Development Centre ([vldcinfo@vldc.vic.gov.au](mailto:vldcinfo@vldc.vic.gov.au)), highlights the capabilities required to succeed in the senior most roles within Victorian public sector organisations. The *VPS leadership capability framework* will be of interest to people who have developed the knowledge, skills and behaviours for management-level roles and now wish to pursue a formal organisational leadership role.

Mastery of the skills required to succeed in a Victorian public sector management role will provide a solid platform from which to develop the knowledge, skills and behaviours required for success in a more senior organisational leadership role.

## The Development Framework and the Employment Capability Framework

The *VPS employment capability framework* and associated materials (guides and card sets<sup>1</sup>) were developed by the SSA. This framework describes 17 personal qualities and 26 knowledge and skills areas at different organisational levels.

While there is some overlap between the Development Framework and the Employment Capability Framework, they serve different functions and there are some significant differences between them.

The Employment Capability Framework was designed primarily for use in an attraction and recruitment context. It provides a dictionary of capability descriptors from which a 'forced choice' selection is made to identify the eight or so most important aspects of a role. This eight-point description is used in recruitment processes to promote the job and provide the basis on which to assess the suitability of candidates.

Because they are designed for use in an attraction and recruitment context, the descriptions of the knowledge, skills and behaviours in the Employment Capability Framework are very broad. Public sector-specific knowledge and skills are not included because recruitment decisions made on the basis of these capabilities could unreasonably limit the candidate pool.

Because the Employment Capability Framework functions as a lexicon, no claims are made about which capabilities are more important than others; this is for individual hiring managers to decide.

Also, because the Employment Capability Framework has been designed to support a point-in-time assessment of a candidate's suitability for a role, it does not focus on the other capabilities a candidate may need to develop over time and in what order, although it can help with this analysis.

By contrast, the Development Framework detailed through the *Great manager, great results* resources seeks to specify *all* the knowledge, skills and behaviours a Victorian public sector manager needs to develop in order to succeed in their current and future management roles.

<sup>1</sup> Available from the State Services Authority:  
[www.ssa.vic.gov.au](http://www.ssa.vic.gov.au)

# The Development Framework

The Development Framework highlights 13 development areas presented in two sections:

- **management role foundations:** core knowledge, skills and behaviours that every successful Victorian public sector manager uses every day
- **management role activities:** the tasks and actions that all managers need to undertake in order to deliver outcomes, regardless of the specific nature or context of their work.

Each of the 13 development areas is described briefly in the following pages.

Further detail for each area is provided in the relevant Development Guides, available from [www.ssa.vic.gov.au](http://www.ssa.vic.gov.au)

## Management role foundations

These five foundation areas cover the knowledge, skills and behaviours that a successful manager will use every day. They are, literally, everyday management knowledge, skills and behaviours.

### Understanding and developing yourself

1



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

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- The importance of understanding and developing yourself**, especially in the context of the changing and complex environment in which the Victorian public sector operates.
- Understanding the role and responsibilities of the Victorian public sector manager**, including the role of a manager to facilitate connections up and across an organisation, model appropriate behaviours and be proactive.
- Understanding self**: personality, strengths, limitations, aspirations, needs, anxieties and preferred ways of working.
- Undertaking effective self-development and continuous growth** in a systematic and targeted way.
- Undertaking effective transitions** from one role, organisation, situation or environment to another while maintaining strong and consistent performance.
- Seeking assistance** to understand and develop yourself: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 1.**

### Different styles of management for different situations

# 2



It is often not what a manager does 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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- 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** using environmental and emotional intelligence, and an understanding of different personality types and organisational cultures to identify when actions are required and what form these should take.
- Understanding different management styles** commonly used in contemporary Australian workplaces.
- Applying preferred and alternative management approaches** appropriate to a manager's personality, the situation and changes to the situation.
- Seeking assistance** to select and adapt appropriate management approaches: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 2.**

### Resilience and achievement: keeping going when the going gets tough

# 3



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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- The importance of building resilience and strategies for ensuring achievement**, especially in light of the changing and complex environment in which the Victorian public sector operates.
- Understanding resilience**, including the key attributes and factors that build or diminish resilience.
- Balancing work and wellbeing** in order to address the demands of the job while maintaining personal wellbeing and honouring non-work commitments.
- Laying the groundwork for achievement**, including techniques for making decisions with confidence, time management and prioritising tasks.
- Being comfortable with complexity, ambiguity, change and risk** typically encountered within the Victorian public sector environment.
- Dealing with set-backs** by, for example, maintaining perspective and reframing the set-backs as learning opportunities.
- Understanding and actively managing stress**, including being able to identify causes and signs of own stress and productive stress-response strategies.
- Seeking assistance** to build resilience: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 3.**



### Advanced interpersonal skills

# 4



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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- The importance of advanced interpersonal skills** as a key to success in a management role in the Victorian public sector.
- Establishing effective working relationships** with and between senior audiences, peers (both within and outside the organisation), people who report to a manager and with others more junior in the organisational hierarchy, and facilitating communication between hierarchical levels.
- Constructing and implementing communication strategies** to convey information and manage expectations in a variety of contexts.
- Influencing, negotiating and managing conflict** in a variety of situations.
- Conducting productive meetings** to facilitate decision making and information exchange and achieve outcomes.
- Representing the organisation and the Victorian public sector** in a professional manner, especially to members of parliament and the wider community.
- Seeking assistance** to develop and apply effective interpersonal skills: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 4.**

### Thinking and acting strategically

5



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

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- The importance of thinking and acting strategically** to achieve outcomes in light of the changing and complex environment in which the Victorian public sector operates.
- Applying creative, innovative and adaptive thinking** at both 'big picture' and 'detail' levels, to create a number of possible options for action to achieve results within complex and changing situations.
- Identifying goals, context, barriers and enablers** in order to achieve results within a particular set of circumstances.
- Forming, implementing and adapting strategy** in light of a range of possible actions and particular circumstances.
- Communicating strategy** to a variety of audiences, including those who do not think strategically or have not been involved in the formation of the strategy.
- Seeking assistance** with the development of strategy: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 6.**

## Management role activities

This section of the Development Framework focuses on the activities that are common to every Victorian public sector management role.

These are tasks and actions that all managers need to undertake in order to deliver outcomes, regardless of the specific nature or context of their work.

In a sense, these activities represent the heart of a management role. The knowledge, skills and behaviours required to perform these activities constitute the 'technical specialisation' of management.

## Overseeing operations, projects and resources in the Victorian public sector

6



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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- Understanding 'public value'** in the context of operational and project management decisions.
- Understanding key principles and steps** of operational and project management.
- Building and championing a business case:** establishing, communicating and promoting the rationale for undertaking a particular activity and convincing people to invest in it (financially and/or emotionally).
- Understanding financial resource management** including seeking, allocating and managing finances in line with legislative requirements and the efficient delivery of outcomes.
- Designing work and strategies for delivering the work** to ensure that outcomes of appropriate quality are delivered within time and resource parameters.
- Managing procurement and contracts** in line with legislative requirements, best practice, organisational processes and the timely and efficient delivery of outcomes.
- Managing risk and business continuity** to ensure potential risks and challenges threatening the delivery of outcomes are identified and addressed efficiently ahead of their occurrence (including risks to workforce capability and succession).
- Using planning and budget tools** to create and manage team-level plans to deliver outcomes and meet reporting accountabilities.
- Evaluating and reporting** project and/or operational progress, outcomes and lessons learnt at a team level.
- Keeping records and managing knowledge** including the capture and transfer of tacit knowledge across a team, division or organisation and over time as personnel change.
- Seeking assistance** with development and application of effective operational and project management skills: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 6.**

### Managing and developing people in the Victorian public sector

7



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 ability to deliver results.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- Understanding the impacts of good and poor people management** on, for example, individual wellbeing, team performance, retention, and organisational productivity and culture.
- Undertaking a manager's duty of care** in ensuring the health, safety and welfare of all people at the workplace and the legislation that frames a manager's responsibilities.
- Creating environments for performance** including establishing, maintaining and leveraging a culture that supports collegiality, wellbeing and productivity.
- Creating high performing teams** including establishing, maintaining and leveraging team dynamics to support performance and effective communication within teams.
- Assigning work, goal setting, delegating and empowering staff** so that individuals and teams have the authority, autonomy and opportunity to achieve useful outcomes.
- Motivating and engaging staff** to deliver outcomes.
- Helping staff create performance, development and career plans** in light of the needs of the organisation, the demands of their current roles, and their current abilities, potential, aspirations and motivation.
- Developing staff** including creating opportunities to facilitate staff development through, for example, coaching staff to solve problems by themselves or establishing a series of work experiences to build particular skills and qualities.
- Providing feedback**, both formally and informally, to staff about their performance and behaviours in ways that allow staff to use the feedback to achieve and sustain optimum performance.
- Supporting flexible working arrangements** so that mutual benefit for both the organisation and individual staff is ensured.
- Seeking assistance** with managing individuals and teams: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 7.**

### Managing difficult situations involving the people a manager manages



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

These situations 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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- 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 on by the situation, and organisational productivity.
- Conducting difficult conversations** in ways that achieve the outcomes necessary while minimising negative impacts on the health and wellbeing of all parties.
- Dealing with conflicts or personality clashes** between individuals with whom a manager works so that a mutually acceptable and beneficial way of moving forward is identified by the people involved without recourse to formal processes.
- Addressing staff underperformance** in ways that allow the staff member to rebuild performance or, if desired performance cannot be achieved, allow the staff member to leave with dignity and minimal disruption to other members of the team.
- Preventing bullying and harassment** including being able to identify these behaviours and to respond appropriately and effectively to such behaviour before or immediately after it occurs.
- Addressing criminal or unethical behaviour in the workplace** including being able to identify these behaviours and to respond appropriately and effectively to such behaviour before or immediately after it occurs, in line with the relevant legislative requirements.
- Understanding grievance and dispute resolution processes** available to public sector employees and the rights, obligations and behaviours of a manager involved in a formal grievance or dispute resolution process, in line with the relevant legislative requirements.
- Dealing with workplace injuries** including the ability to put in place strategies that reduce the chance of workplace injuries and to respond appropriately and effectively should a workplace injury occur, in line with the relevant legislative requirements.
- Responding to personal difficulties experienced by a staff member** with empathy and within the boundaries of an appropriate relationship between a manager and their staff.
- Seeking assistance** with managing difficult situations: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 8.**

### Managing attraction and recruitment activity in the Victorian public sector

# 9



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; that is, people who will be able to contribute to the current and evolving needs of the work and the organisation.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- 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** the recruitment processes, including identifying key people, milestones and timeframes.
- Conducting a job analysis** to identify and prioritise the key knowledge, skills and behaviours needed to undertake the particular pieces and/or types of work to be undertaken now and in the future.
- Developing a position description** that will attract and inform potential candidates with the capacity to meet current and future work requirements of the organisation.
- Designing and implementing an attraction strategy** to attract, efficiently and effectively, a pool of qualified candidates for a role.
- Short-listing** to identify suitably qualified candidates to move to the next stage of the process (typically an interview).
- Interviewing and conducting additional assessments** including conducting behaviour-based interviews and undertaking reference checks.
- Making a selection decision** using evidence-based evaluation methodologies to rank applicants and make merit-based selection decisions.
- Communicating outcomes** of the selection process to the successful candidate and to unsuccessful candidates.
- Facilitating role on-boarding** to assist the new appointee establish productivity in the role (including effective and appropriate use of probation, if applicable).
- Adding value** by capturing, sharing and using intelligence gained from the recruitment process to improve the process in the future and to inform workforce planning and succession risk management.
- Seeking assistance** to conduct attraction and recruitment processes: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 9.**

### Collaborating across and beyond the Victorian public sector

# 10



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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- Understanding the value of collaboration** in terms of, for example, sharing resources or risks to achieve increased efficiency and delivery of outcomes, or sharing information for mutual or unilateral benefit.
- Understanding the common contexts for collaborative activity** such as addressing broad policy issues, multi-government action, place or population-based activities, integrated service delivery, and subject-based information or knowledge exchange.

- Understanding common types of collaboration** including individual relationships; temporary working groups; community consultations, focus groups and forums; communities of practice (actual and virtual, closed and open); interdepartmental agency committees; and new or innovative approaches to collaboration.
- Understanding the principles and practices of engagement** especially as they relate to different purposes and stakeholders.
- Understanding protocols and strategies for productive collaboration** including those for membership, communication, authority, accountability, decision making, management of resources, record keeping, winding up the collaboration and typical governance documentation. This topic also includes the techniques and technology to facilitate productivity within collaborations.
- Understanding the different sectors** and how the different governance structures, accountabilities and cultures of public, community and private sector organisations can impact on the way collaboration needs to be structured and conducted.
- Seeking assistance** to establish or manage a collaboration: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 10.**

### Working with diversity in the Victorian public sector

# 11



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

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- 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.
- Understanding the underpinning principles** for productive engagement with people whose identity, perspectives and interests are significantly different from a manager's own or from other members of a team or group.

- Understanding different identities, perspectives and interests** commonly encountered in Victoria including, for example\*, those of people from different:
  - work-culture and professional identities (for example, white/blue collar, science/economics/legal/humanities, doctors/nurses/teachers/police)
  - socio-economic backgrounds
  - generations
  - cultural backgroundsand of people who have:
  - blindness (or low vision)
  - deafness (or low hearing)
  - mobility or communication difficulties
  - a degenerative condition such as multiple sclerosis or motor neurone disease
  - a mental illness
  - an intellectual or learning disability.
- Seeking assistance** to work with people with different identity, perspectives and interests: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 11.**

\* Please note that this is not an exhaustive list of the different identities, perspectives and interests a manager is likely to encounter. Depending on a manager's own identity, perspectives and interests, the environment in which a manager works and the people a manager meets, a manager may need to undertake further and more specialised development to ensure appreciation of, and engagement with, diversity not listed here.



### Managing during organisational change

# 12



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 initiated (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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- The importance of organisational change and of effective change management** in light of the environment in which the Victorian public sector works and the community it serves.
- Planning for different types of change** including large/small, evolution/revolution, internally driven/imposed and 'machinery of government' changes.

- Supporting people through change** including strategies for responding to common emotional responses, maintaining motivation and engagement, letting go and accepting the new, and celebrating the achievement of change milestones.
- Communicating in a change environment** to maintain clarity, consistency and accuracy of information and messages to build trust, motivation and engagement.
- Managing the business impacts of change** including minimising interruptions to business continuity, managing changes to the organisation's risk profile and maintaining relationships with external stakeholders.
- Understanding formal processes for restructures** and redundancies including industrial relations considerations and the typical emotional responses to these events.
- Monitoring, review and continuous improvement** to assess whether the change has been effective.
- Seeking assistance** with the change process and its impacts, especially those relating to staff wellbeing: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 12.**

### Contributing to public policy

# 13



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 by 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.

Any development a manager undertakes in this area should, at minimum, cover the following topics.

- Understanding 'public value'** in the context of public policy formation and delivery.
- Understanding the policy cycle** and the role of the public sector in policy development and implementation.

- Identifying a public policy issue**, that is, a problem which can be addressed (in part or in full) through a suite of government actions.
- Undertaking research and analysis** using data collection, environmental scanning and forecasting techniques to collect, validate and document evidence from a variety of sources to ensure appropriately targeted policy responses.
- Forming and assessing public policy options** in consultation with appropriate stakeholders (including members of the affected communities and those responsible for service delivery) and drawing on research and assessment of costs, risks and benefits.
- Writing public policy** to increase the chances that the policy will be endorsed and adopted.
- Evaluating public policy** to identify effectiveness in addressing the original and emerging issues.
- Seeking assistance** to develop or implement public policy processes: knowing when to seek assistance and who to seek it from.

**For further information, see Development Guide 13.**

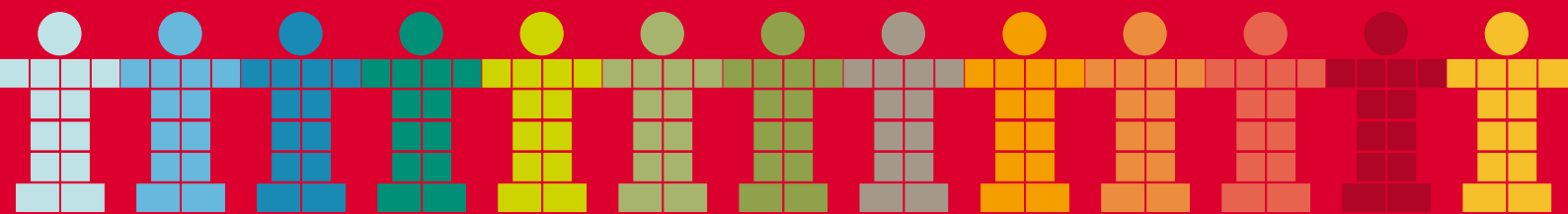
## Have we missed something?

The nature of public sector work is changing constantly. So too are the knowledge, skills and behaviours needed for success in a Victorian public sector management role.

We would like to hear your thoughts about any development areas that we have missed and should include in future editions of the Development Framework and its associated materials.

We would also like to hear about any development areas include in the Development Framework that you feel; are no longer relevant for a manger's role in the Victorian public sector.

Please send your feedback to [john.cross@ssa.vic.gov.au](mailto:john.cross@ssa.vic.gov.au)



state**services**authority  
supporting**government**  
serving**victorians**



**Great manager, great results**  
Development resources  
for Victorian public  
sectors managers