

Great manager, great results

Helping your managers develop:
a guide for Victorian public sector executives

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.

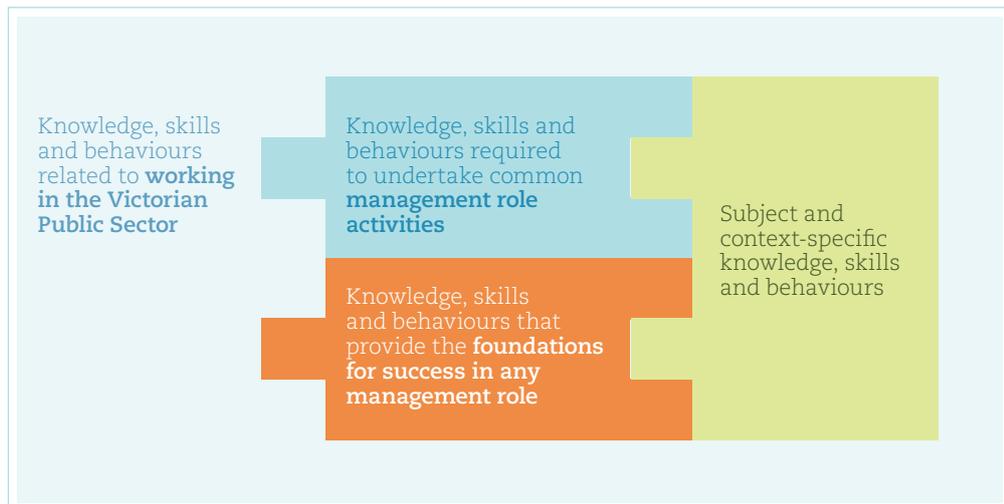
Managers actively contribute to organisational vision by providing sound advice to senior leaders about opportunities, risks and practicalities. Managers then translate organisational vision into targeted actions and tangible outcomes by providing leadership – direction, advice and support – to individuals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

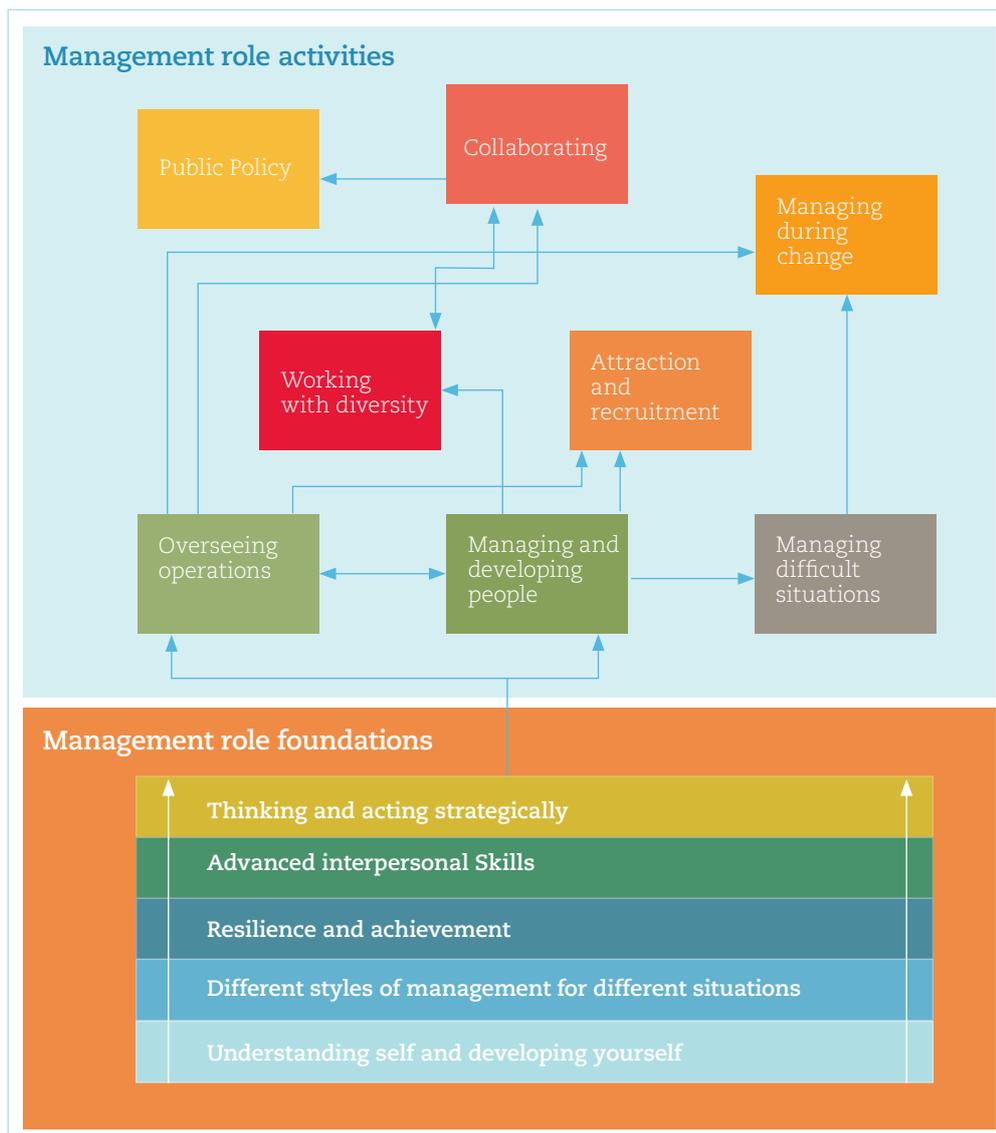
The order in which a manager focuses on the different development areas will, of course, depend on an individual manager's existing knowledge, skills and behaviours, their experience and aspirations, and the context in which they work.

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'.

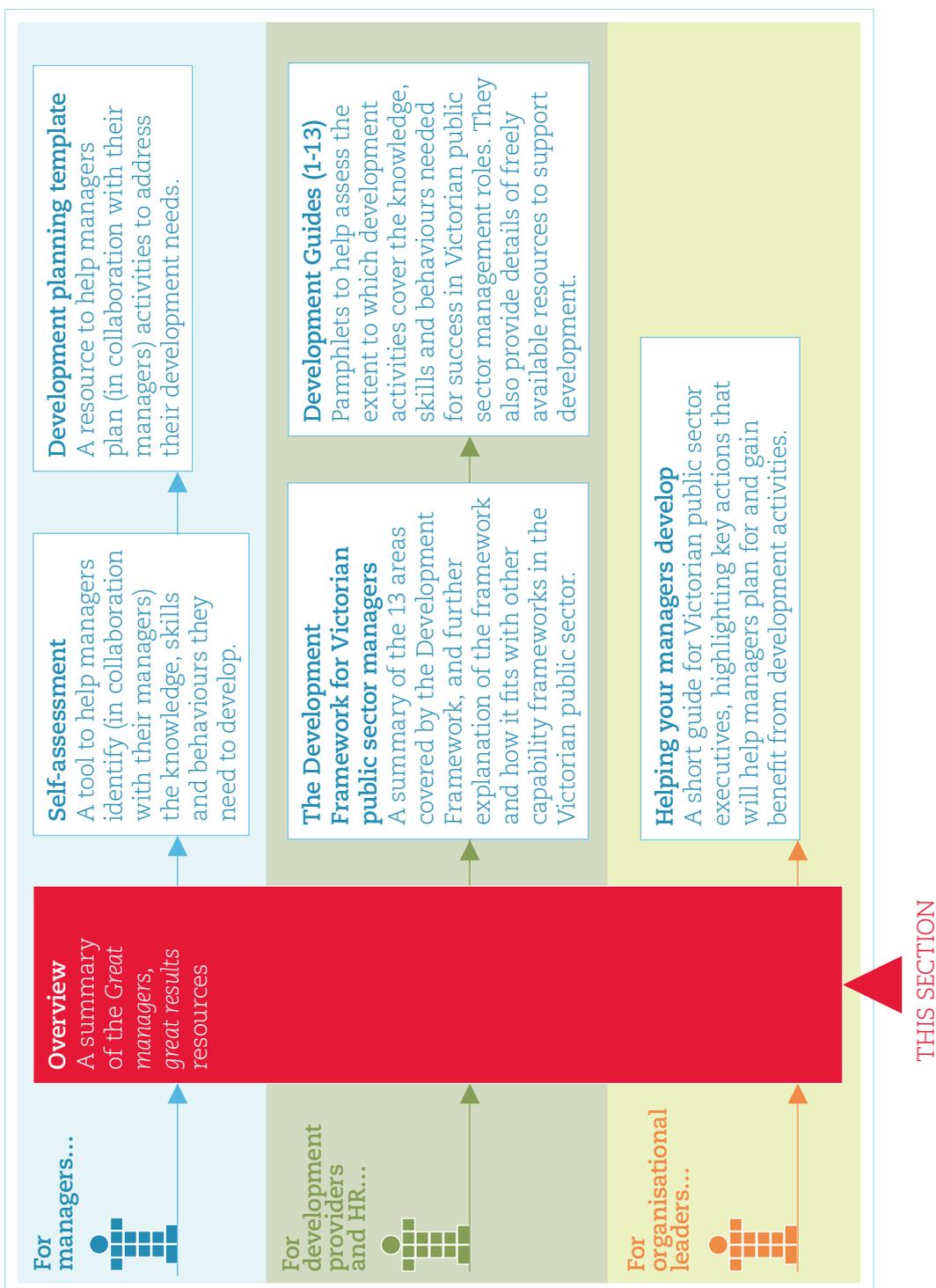
The arrows in the diagram below show how the other development areas build on the knowledge, skills and behaviours covered in these foundation areas.



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 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.



There are six steps your managers need to undertake in order to develop the knowledge, skills and behaviours required for success in their current and future management roles.

Your fundamental task is to talk to your managers at each step. The purpose of these conversations is to ensure managers become accountable for their own development and remain focused on achieving tangible and valuable outcomes for the development they undertake.

The State Services Authority has prepared a suite of materials to support the development of managers in the Victorian public sector. These materials include two planning templates that you can ask your managers to complete.

After your managers have completed these templates, you will have all the material you need to commence, structure and conduct a productive conversation about their development.

Step 1: Managers identify their own development needs and goals

A key role for you to play here is to 'hold the mirror' for the manager as part of their self-assessment.

To assist you can take the following actions.

- Ask your managers to complete the *Management knowledge, skills and behaviours self-assessment* available from www.ssa.vic.gov.au.
- Ask your managers to complete the *Development planning tool*, parts A and B, available from www.ssa.vic.gov.au
- Set up a time to discuss their completed *Management knowledge, skills and behaviours self-assessment*, providing your own perspective on their strengths and areas where further development will be of value.

Step 2: Managers identify options for development available to them

A key role for you to play here is to help managers identify a number of development activities that will provide the opportunity to learn through action, experience, making mistakes, reflection and trying different things.

To assist you can take the following actions.

- Ask your managers to complete the *Development planning tool*, parts C, D and E
- Set up a time to discuss with your managers their completed *Development planning tool* (parts C, D and E). Give them feedback on the opportunities for on-the-job learning and other development experiences you may be able to create for them.

Step 3: Managers plan to undertake development activities

A key role for you to play here is to help managers remain focused on the reasons why they are undertaking development activities and to create the 'space' for development to occur.

To assist you can take the following actions.

- Ask your managers to complete the *Development planning tool*, parts F and G.
- Set up a time to discuss with your managers their completed *Development planning tool*, parts F and G. Give feedback on the thoroughness of their preparation for their development activities.

Step 4: Managers undertake development activities

A key role for you to play here is, again, to help managers remain focused on the reasons why they are undertaking development activities and to ensure they have the 'space' for development to occur.

You also have a role in helping managers gain the most from the development activities by providing the opportunity for them to debrief with you about the experience.

To assist you can take the following actions.

- If the development activity requires some time away from everyday work, actively discourage the manager's staff or colleagues from contacting them while the manager is participating in the development activity.
- Contact the manager during the development activity to discuss how the activity is going. Is it on track to achieve the development goals?

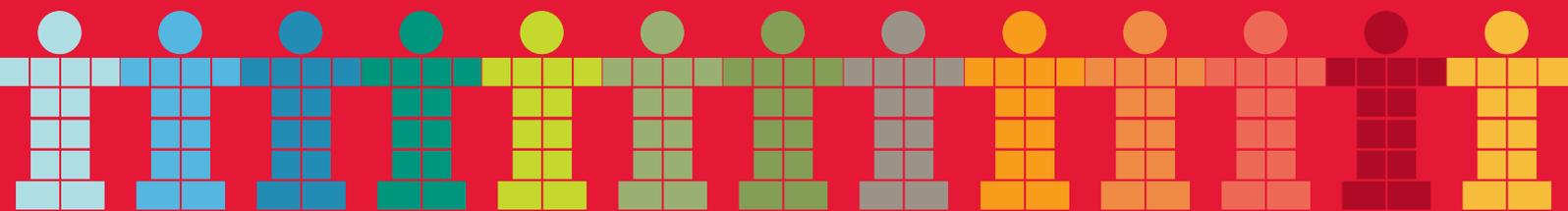
Step 5: Managers apply newly-acquired knowledge, skills and behaviours in their work

A key role for you to play here is ensure managers have the 'space' to apply newly acquired knowledge, skills and behaviours, and actually do so.

To assist you can take the following actions.

- Set up a time to ask your manager what new knowledge, skills or behaviours they have developed and exactly how they will apply these back in their work.
- Establish an opportunity (for example, at a staff meeting) for the manager to give a presentation about what they learnt and how they will apply this in their work.
- Provide feedback on any positive change you have noticed in the manager's abilities or behaviours since they participated in a development activity.

Step 6: Managers repeat steps 1-5.



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.

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Development resources
for Victorian public
sectors managers