Methodology



Beyond traditional Alignment development Data collection with the programs that informs **Victorian Evidence-Public Sector** based Leadership decision **Capability** Comprehensive making **Framework** independent **Assessment** model Demographics

Tailored opportunities

Victorian Public Sector Leadership Capability Framework

The Victorian Public Sector Leadership Capability Framework defines the qualities the Victorian Secretaries Board see as contributing to strong leadership. It informs assessment, talent management, and development for Executive Officers across the Victorian public sector.

STEWARDSHIP

Strategically position the public sector to forecast, define, shape and adapt to the future to meet the needs of Victorians.

THROUGH LEADERS WHO:

- Lead at the political interface and span boundaries
- Form a coherent view and present robust policy options on issues of complexity
- Lead and communicate with clarity, and impact
- Adapt and take action to meet changing priorities

VALUES

INTEGRITY
ACCOUNTABILITY
RESPONSIVENESS
IMPARTIALITY
RESPECT
LEADERSHIP
HUMAN RIGHTS

PEOPLE

Collaborate at all levels. Foster talent and build capability. Champion diversity and equality.

THROUGH LEADERS WHO:

- Collaborate, form and value internal and external relationships
- Engage the community and connect people, ideas and systems
- Create a diverse, respectful, inclusive, engaged and productive culture
- Manage and drive the performance of people
- Leverage opportunities for change to strengthen capability and build talent

LEADER MINDSETS

Exemplify behaviours that engage, motivate and inspire employees.

Effectively manage difficult situations and maintain a positive organisational culture.

THROUGH LEADERS WHO:

- Act with integrity, provide frank and fearless advice, demonstrate courage and fairness
- Display curiosity, openness, inquisitiveness and flexibility
- Demonstrate a high level of insight and selfawareness
- Are agile, adaptive, responsive and proactive
- Show resilience, determination, composure and perspective

PERFORMANCE

Drive organisational and system performance. Deliver better outcomes for Victorians and adopt a continuous improvement approach.

THROUGH LEADERS WHO:

- Role model the principles of good public governance and strong fiscal management
- Harness strategic planning, implementation and evaluation processes to deliver results
- Initiate and lead change, set clear direction and measures to build high performance
- Encourage imaginative thinking and harness new ideas and technology

VLA Assessment model

All Victorian public service Executive Officers are undergoing expert, independent assessment aligned with the Victorian Public Sector Leadership Capability Framework.

The VLA experience includes:

- a one day development centre comprising behavioural exercises, ability testing, psychometric assessment, consideration of critical experiences and job complexity, and a self-reflection
- 360° surveys and collection of demographics
- an individualised two hour feedback and planning session, including the creation of a tailored development plan.

The tailored development plans are intended to lift leadership capability across the sector and provide individuals with actions to take forward and implement in their workplace.

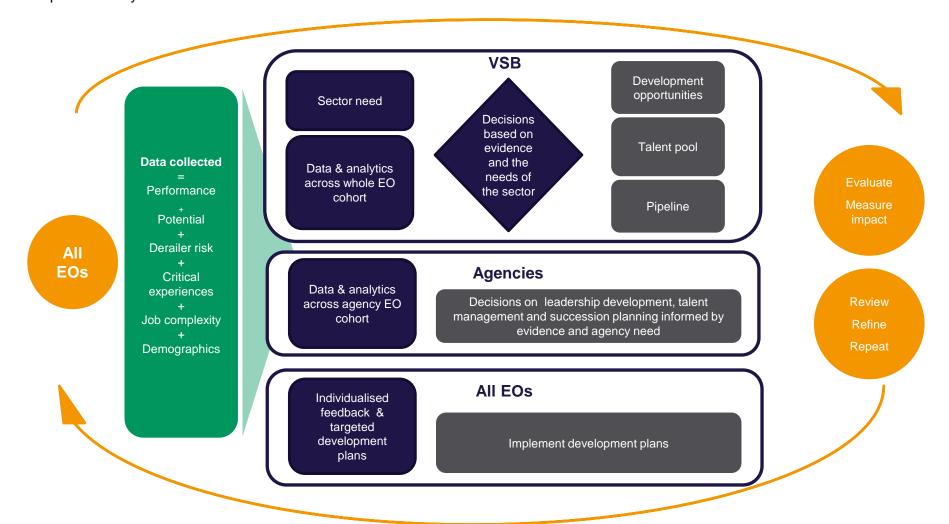


Demographics

Evidence-based decision making

The VLA collects a broad range of data to inform decisions by the Victorian Secretaries Board, agencies, and participants.

The data also informs the independent evaluation of the VLA's effectiveness, efficiency and impact and guides a continuous improvement cycle within the VLA.



Beyond traditional development programs

VLA assessment data and analytics inform the individual development plans for each Executive Officer and the leadership development opportunities provided by agencies.

VSB uses the data and analytics to understand the leadership strengths and needs of the system as a whole and to inform identification of small numbers of Executive Officers to participate in development opportunities that are centrally coordinated by VLA. These opportunities are tailored to the strategic needs of the sector as well as the individuals, with experiential learning as the central, defining force.

