

## ABS Leadership and Management Charter

The Leadership and Management Development Charter is a comprehensive and inclusive capability development strategy, designed to provide greater transparency and structure to the development of ABS leaders and managers.

This charter outlines the development programs and resources available to aspiring or future leaders, managers and Executive staff from 2011-2012 and beyond.

### Vision

To maximise the leadership and management capability of all staff and to recognise and nurture high potentials, building a high performing agency and ensuring long term organisational sustainability.

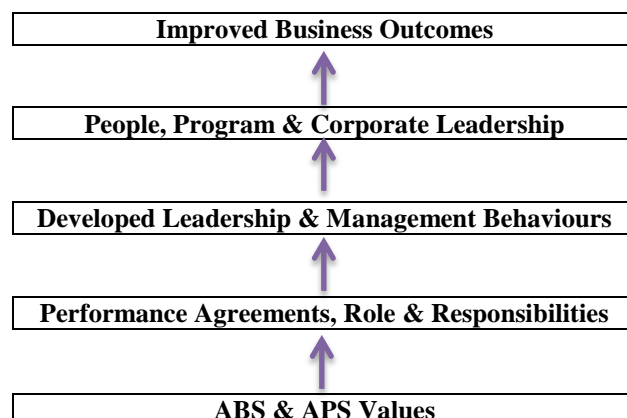
### Principles

- Leadership & management at all levels
- Strong people, program and corporate leadership
- Manager commitment to and investment in building the capability of others
- Mutual commitment to learning
- Accountability for continuous development

### Values & Leadership

Fundamental to good leadership is the competence to uphold and promote ABS and APS values. Leaders display a visible commitment to the values they espouse. Values based behaviour is about individuals at all levels accepting responsibility and accountability for their program outcomes, their behaviours and actions, and the impact they have on others.

Leaders and managers play a key role in upholding values, in developing their people and in setting clear expectations in the workplace. Through this they contribute to meeting ABS Corporate Objectives and Strategic Directions and deliver improved business outcomes.

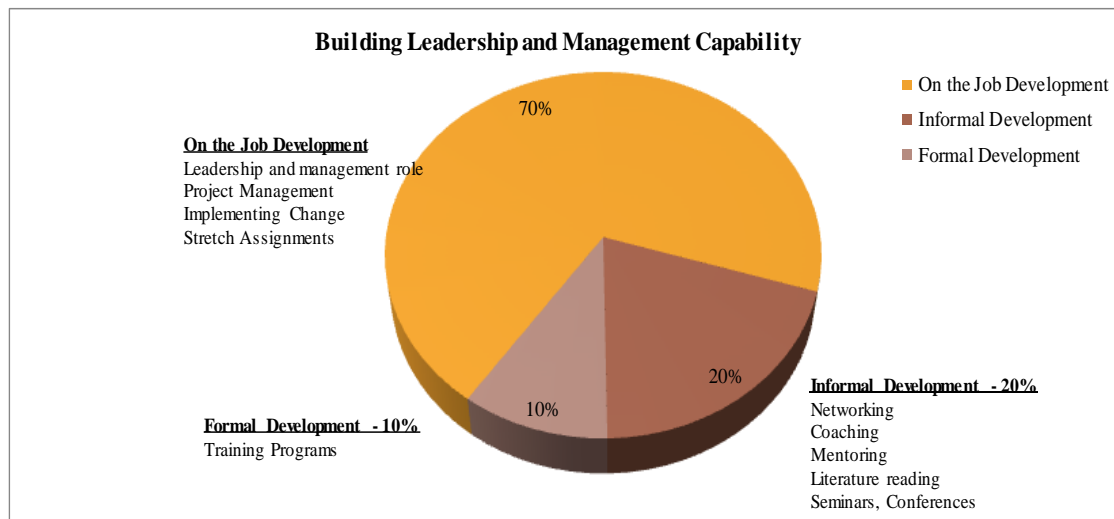


## ABS Leadership and Management Charter

### Strategy

This charter outlines the organisational approach to building leadership and management capability at all levels. Leadership and management capability is integral to meeting business outcomes, encouraging innovation and high performance, and in building a sustainable future. Individuals with leadership aspirations need to build this capability and be responsible for their own learning.

### Leadership and Management Capability



The majority of learning occurs on the job and this is where it is essential that staff and their managers have a meaningful conversation about development opportunities and how they are to be implemented.

To achieve optimal results in building leadership and management capability, development should occur across three areas:

**On the job** - 70% of developmental needs are met by on the job activities (leadership and management roles, stretch assignments, project roles, implementing change, leading innovation, acting on performance feedback, rotations).

**Informal** - 20% of development needs are met through exposure with other relationships like networking, mentoring and coaching, or by self-help options like reading management literature or participating in seminars or conferences.

**Formal training** – 10% of developmental needs are met through formal training programs. The ABS Leadership and Management Pathway highlights the range of formal and informal development opportunities that are available.

### Accountability

Senior executive and line managers have a major responsibility to develop the capability of their staff, on behalf of the ABS, as a normal part of the way they do business.

## ABS Leadership and Management Charter

### ABS Leadership Attributes

#### ➤ Shapes strategic thinking

- ✚ personally contributes to shape and champion ABS vision and goals
- ✚ decisive and effective under pressure and in ambiguous environments
- ✚ draws on information from a variety of sources, makes connections and seizes opportunities

#### ➤ Achieves results

- ✚ demonstrates strong capability in people, program and corporate leadership
- ✚ drives a culture of achievement and success
- ✚ delegates and builds capability in others
- ✚ guides, mentors and motivates
- ✚ delivers quality business outcomes and manages for performance

#### ➤ Cultivates productive working relationships

- ✚ collaborates well, identifies shared interests and establishes networks
- ✚ purposeful stakeholder engagement
- ✚ works and achieves results through others
- ✚ builds sustainable high performing teams

#### ➤ Exemplifies personal drive and integrity

- ✚ personally aligned with, and lives ABS & APS values
- ✚ gives their all to meet challenging goals, demonstrates personal fortitude
- ✚ willing to and encourages other to take managed risks
- ✚ resilient, capacity to handle pressure and stress

#### ➤ Communicates with influence

- ✚ influencer and challenger, negotiates persuasively
- ✚ credibility with staff, clients and management
- ✚ engages strongly and is outcomes oriented
- ✚ persuasive and influential, understands the environment

#### ➤ Professional Leadership

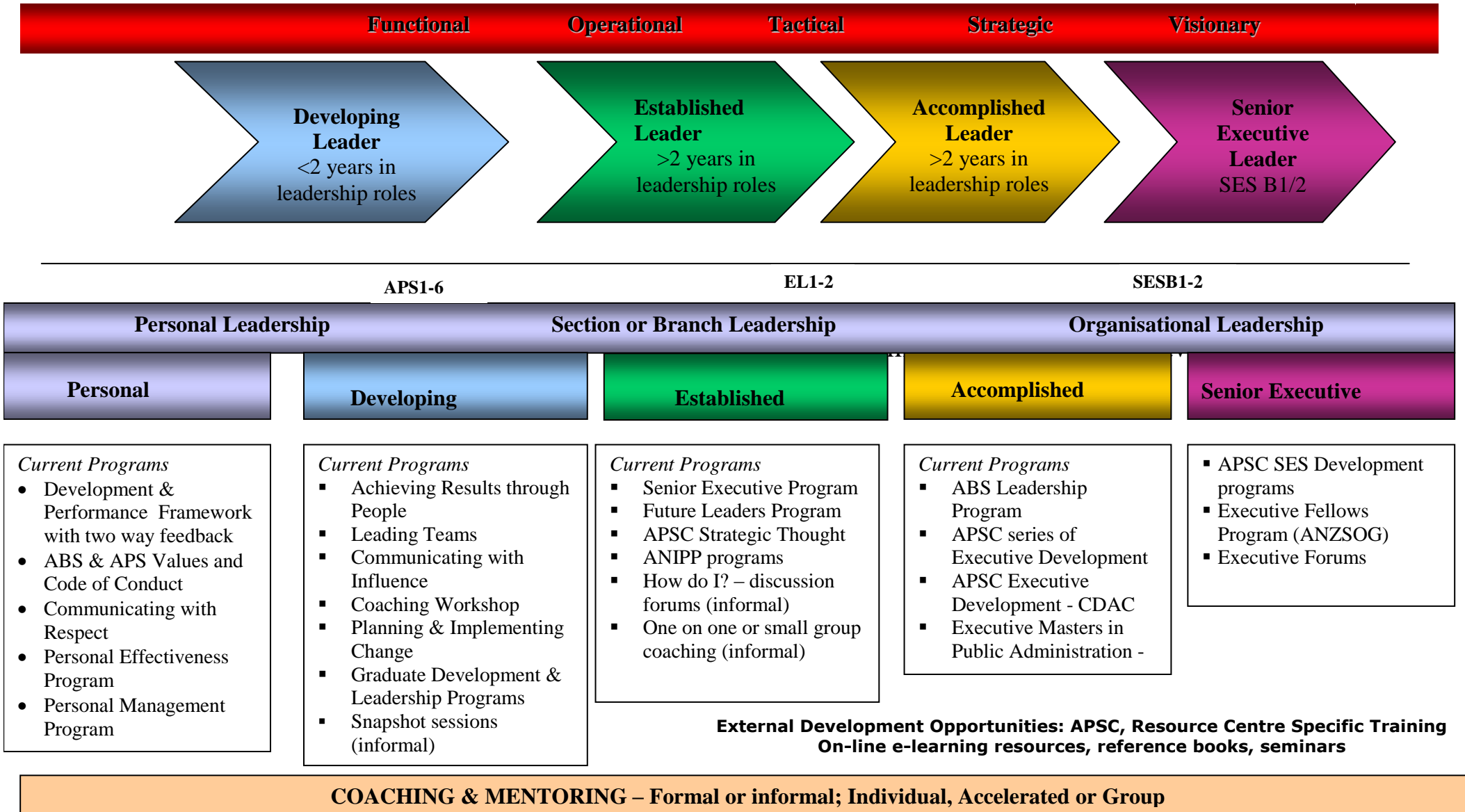
- ✚ demonstrates professional leadership in their field of expertise
- ✚ highly competent, demonstrates business acumen
- ✚ ability to apply logic, analytical and conceptual thought
- ✚ displays and encourages innovative thinking



## ABS Leadership and Management Charter

**Leadership & Management Pathway:** The Leadership & Management Pathway moves staff from developing personal leadership & management capabilities, through to Section or Branch leadership, to developing organisational leadership capability.

### ABS Leadership Pathway





## **ABS Leadership and Management Charter**

### **Executive Leadership and Management (EL1 – EL2)**

#### **Governance**

The Executive Leadership Group (EL2) and ABS Management Group (EL1) have an active role in maximising the value and contribution of the EL leadership group, and in recognising and identifying high potentials to ensure good succession planning for the ABS. The process will be transparent and it will rely on information from EL2s and SES. The discussions will be constructive and may identify capability gaps across each group.

ELG & SMG will identify high potentials and match these with organisational opportunities like placements, rotations, project work or high end training opportunities (like ABSLP). Twice yearly ELG and SMG meetings will be held to discuss the executive groups.

#### **Maximising the investment**

##### **Selection**

The range of formal programs now covers Executive levels. Each program will have a recommended nomination approach dependant on program criterion, not on divisional or regional quotas. Attendance at high end programs will be competitive and based on the outcomes of ELG and SMG discussion.

##### **SES Role**

Divisional Leadership and Management programs will attract Divisional sponsors/mentors. Sponsors should expect a pre-program briefing to explore the concepts being delivered. Sponsors or mentors should attend the program in full, and be available in a mentoring capacity during and after. It is expected that sponsors will be at least 1 level above the highest level attending, however two levels above may be more appropriate depending on the program.

##### **Manager Role**

Managers will be required to contribute effort and time in the development of the participant. Managers will be responsible to sign off on the nomination and agree to support the usefulness of the program to the applicant's current role, to provide active support, feedback, time and coaching to the participant, and to be involved during and after the provision of the program, and in the evaluation phase.

##### **Measurement and Evaluation**

The value returned to the business from the investment in programs will be measured. All programs will be evaluated to assess the value to the ABS. For high end programs a mix of formal self and manager assessments will be made at least 3 months after the formal programs. This will measure the changes in behaviours, transfer of skills learnt back into work performance, and the tangible business outcomes achieved as a result of attendance.

##### **Investment in Leadership Development**

All Executive have access to an Integrated Learning System (ILS) self-assessment program on the APSC website. The ABS Role, Responsibility and Capability Statements clearly articulate expectations at level.

Each Executive and their manager are responsible to discuss leadership development and agree on how to improve capabilities through access to a range of on the job learning, informal opportunities, self-learning and formal training.

Organisational investment in high end training programs is based on a structured competitive process. Other programs like personal leadership, developing managers and leaders, e-learning, library reference materials, mentoring and attendance at in house seminars are available to all. Divisions or Resource Centres may access programs on demand, on a needs and user pays basis.

## ABS Leadership and Management Charter

### Leadership & Management for APS levels

Running alongside this pathway sits a further curriculum to support capability development. Specifically, formal courses that relate to the direct development of manager or leadership capability are outlined below.

Personal Effectiveness	Managing People and Teams
<ul style="list-style-type: none"> <li>• Development &amp; Performance Framework with two way feedback</li> <li>• ABS &amp; APS Values and Code of Conduct</li> <li>• Communicating with Respect</li> <li>• Personal Effectiveness Program</li> <li>• Snapshot modular sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving Results through People</li> <li>• Leading Teams</li> <li>• Emotional Intelligence for Managers</li> <li>• Communicating with Influence</li> <li>• Coaching Workshop</li> <li>• Planning &amp; Implementing Change</li> <li>• Selection Panel Training</li> </ul>

All staff have the opportunity to nominate for these programs. Achieving Results through People (APS6 & APS5) requires nomination by line managers or supervisors.

### Culture

The value and importance placed on building leadership and management capability will be lifted by organisational recognition of those skills. By clearly recognising and rewarding organisational leadership in delivering on key business outcomes and people leadership, the link between the two and the value in improving leadership capability will be enhanced.

### APSC Leadership model

This model displays the shift in the mix of leadership, management and technical (or professional) skills you require as an ABS leader as you progress through the APS, Executive and SES levels.

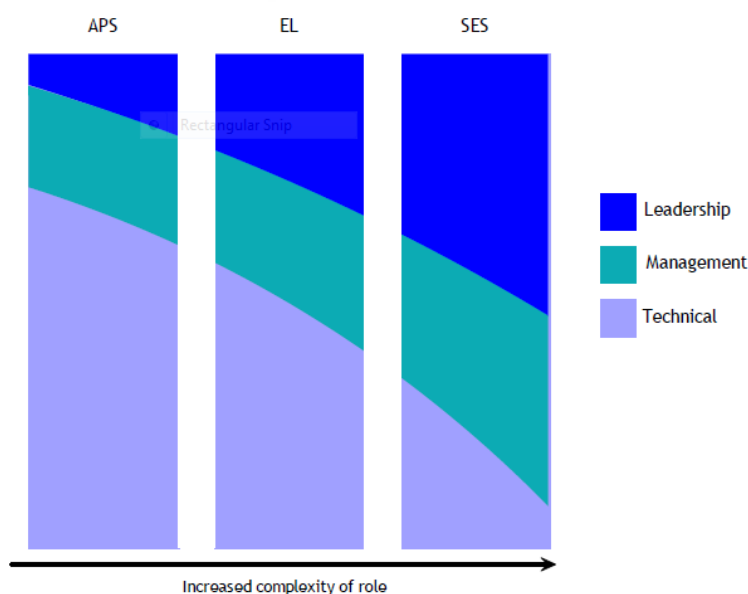


Figure 3 APS Leadership Model