

# Leadership and Management Capability and Development Framework

## UMG Presentation

Organisational Development

# Our Capability and Development Frameworks need to be revised to support delivery of our Mission, Vision and Strategy



## Desired Future State:

*We develop sector leading capability*

### Leadership Capability

Our leaders have the capability to deliver top 50 by 2050

### Succession Pipeline

We have a good selection of strong and diverse internal candidates for key positions

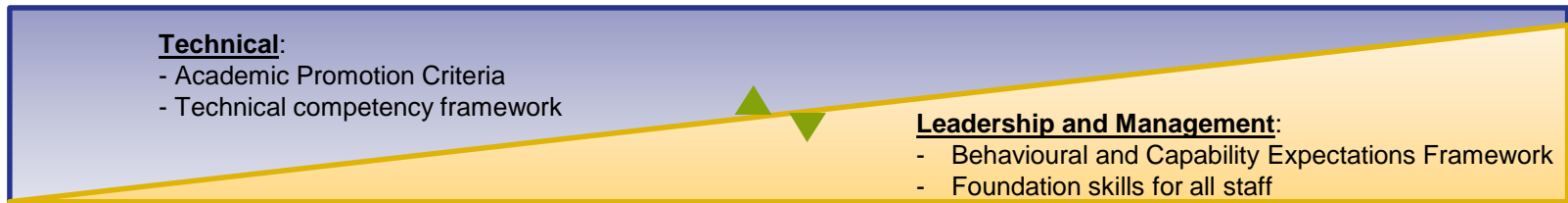
### High Performance Culture

We are recognised for developing the high performance culture required to deliver top 50 by 2050

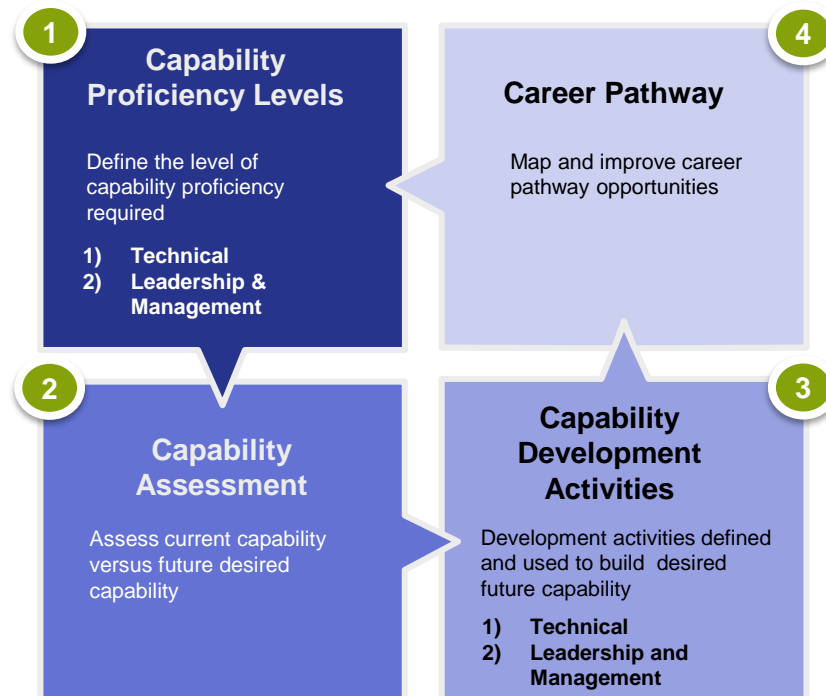
### Leadership Confidence

Our employees believe in our leaders and observe them demonstrating our values

# Development Pathways at UWA



## Each Path undertakes the same development steps

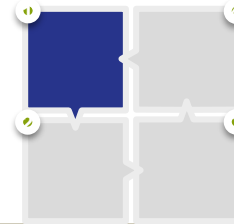


The process has been designed for development purposes.

Staff are encouraged to understand their level of proficiency compared to the required levels and undertake learning activities to improve:

- capability and performance in current role
- career pathway opportunities
- increase flexibility for the individual and University

# Leadership and Management capabilities and proficiency levels



The framework covers both academic and professional staff



Capability expectations increase and emphasis changes through the different leadership levels



# Capability descriptor - example

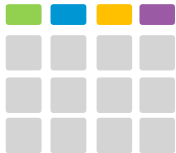
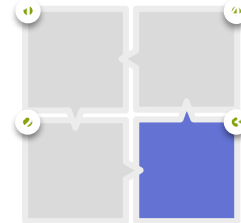


- Use sector and business acumen to drive results and delivery
- Create a culture of continuous improvement
- **Manage projects and utilise resources appropriately**

Capability	All staff	Emerging Leader	Leader of People	Leader of Leaders
<b>Manage projects and utilise resources appropriately</b>	<p>Establishes and implements clear plans and time frames for projects within own control</p> <p>Keeps others informed of progress and delivers what is promised</p> <p>Uses resources effectively and in line with agreed allocations</p> <p>Draws on others' skills, knowledge and resources</p>	<p>Establishes and implements clear plans and time frames for projects within own work area; applies UWA project management processes</p> <p>Evaluates results and provides on-going updates to keep others informed</p> <p>Uses resources (financial, physical and technological, and people) appropriately and works within allotted resource allocations and budget</p> <p>Ensures processes are efficient and achieve the desired outcomes</p>	<p>Initiates and manages Unit projects and establishes work plans and key milestones</p> <p>Monitors progress and ensures outcomes and timelines are achieved, within resources available</p> <p>Sets goals and targets for managing the resources of the Unit, manages the budget and analyses management information reports to take early action for improvement</p> <p>Proactively identifies efficiencies and cost savings</p>	<p>Leads complex University wide projects from inception through to delivery; plans for and organizes resources</p> <p>Reviews project outcomes and ensures project benefits are fully realised for the University</p> <p>Demonstrates commercial astuteness and a comprehensive understanding of the Unit's budget and UWA's financial position</p> <p>Makes decisions that ensure the best use of <b>all</b> resources and ensures accountability</p>

- What this DOESN'T look like.....**
- Overcommitting and not delivering
  - Ignoring cost / resource implications
  - Running a project without a comprehensive project plan

# Development activities shaped around 70:20:10



→ Each capability has 70:20:10 development activities.

Generic examples:

## On-the-job Learning (70%)

*Learning and developing through day-to-day tasks, challenges and practice.*

- Work with your manager to identify opportunities to grow in your current role, and take on additional responsibilities
- Attend meetings with more experienced peers
- Volunteer for working groups
- Get involved in projects that expand your skill base
- Seek out opportunities to actively apply the skills learned through formal development
- Facilitate training
- Take on a coaching assignment
- Step into new role

## Social Learning (20%)

*Learning and developing with and through others*

- Seek out opportunities for mentoring and coaching
- Volunteer to mentor and coach others
- Volunteer to (co)facilitate training and workshops
- Look for role models in the University and externally
- Buddy up on projects
- Initiate shadowing opportunities
- Visit subject matter experts
- Participate in University forums / initiatives

## Formal Learning (10%)

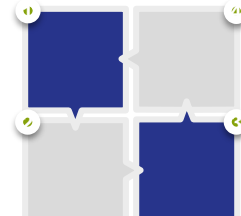
*Learning and developing with and through structured programs and courses*

- Internal training
- External programs
- Additional formal development agreed between managers and individuals
- Accreditations
- Participate in external webinars
- Read books
- Attend seminars



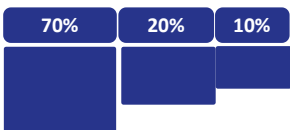


# Capability and development descriptor - example



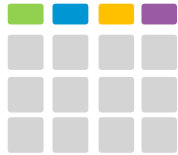
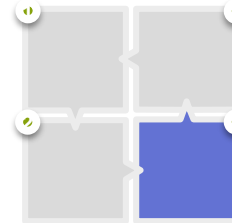
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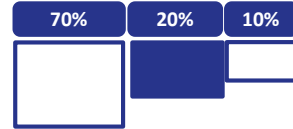


70	<ul style="list-style-type: none"> <li>• <b>Participate in project(s)</b> or Continuous Improvement activities to increase service whilst achieving cost reductions and/or maximising profitability.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Establish and deliver a project(s)</b> or Continuous Improvement activities <b>within your work area</b> to increase service whilst achieving cost reductions and/or maximising profitability.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lead a project(s)</b> or Continuous Improvement activities that <b>impacts on other work areas</b> to increase service whilst achieving cost reductions and/or maximising profitability.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lead a team to deliver a project(s)</b> or Continuous Improvement activities that <b>impact on the entire University</b> that improves service whilst achieving cost reductions and/or maximising profitability.</li> </ul>
20	<ul style="list-style-type: none"> <li>• Seek out a mentor to guide you through a project</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out a mentor to guide you through a project</li> </ul>	<ul style="list-style-type: none"> <li>• Mentor others through project delivery in your area of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Mentor others through complex cross organisational project delivery.</li> </ul>
10	<ul style="list-style-type: none"> <li>• Read the Continuous Improvement webpage to understand the processes and tools available to improve service</li> <li>• Service Culture - online module</li> </ul>	<ul style="list-style-type: none"> <li>• Service Culture - online module</li> <li>• Project Management for Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Service Culture - online module</li> <li>• Project Management for Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Service Culture - online module</li> </ul>

# Development activities shaped around Social Learning (20%)



→ Each capability has Social Learning (20%) development activities.



Now available:

## Mentoring Internet Homepage

### Mentoring Overview

Time: 15 minutes

- Purpose:
- Answers key questions about mentoring
  - Provides guidance on getting the mentoring partnership up and running
  - Includes an Agenda and Mentoring Planning and Agreement Form for the first mentoring meeting

### Mentoring Learning Guide

Time: 30-45 minutes

- Purpose:
- Sets out the business case for mentoring
  - Dispels mentoring myths
  - Helps individuals determine if they have the attributes to be a mentor and/ or mentee
  - Provides tips and approaches to Active Listening and Feedback to build effectiveness at being a mentor and/ or mentee

Coming soon:

## Coaching Internet Homepage

### Coaching Overview

Time: 15 minutes

- Purpose:
- Answers key questions about coaching
  - Provides guidance on getting the coaching partnership up and running
  - Includes an Agenda and Coaching Planning and Agreement Form for the first coaching meeting

### Coaching Learning Guide

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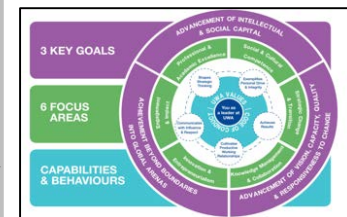
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<http://www.hr.uwa.edu.au/2894950>

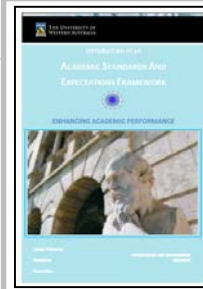




# Leadership and management capability and development framework is complementary to other people processes

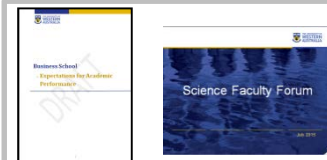



The current framework has been integrated into and will be replaced by the revised Leadership and management capability framework




The framework is aligned with the Academic Standards and Expectations Framework - details academic standards for;


- Teaching
- Research / Scholarships
- Service



School specific academic standards and expectations



The framework will inform the talent management process which is drafted and about to pilot

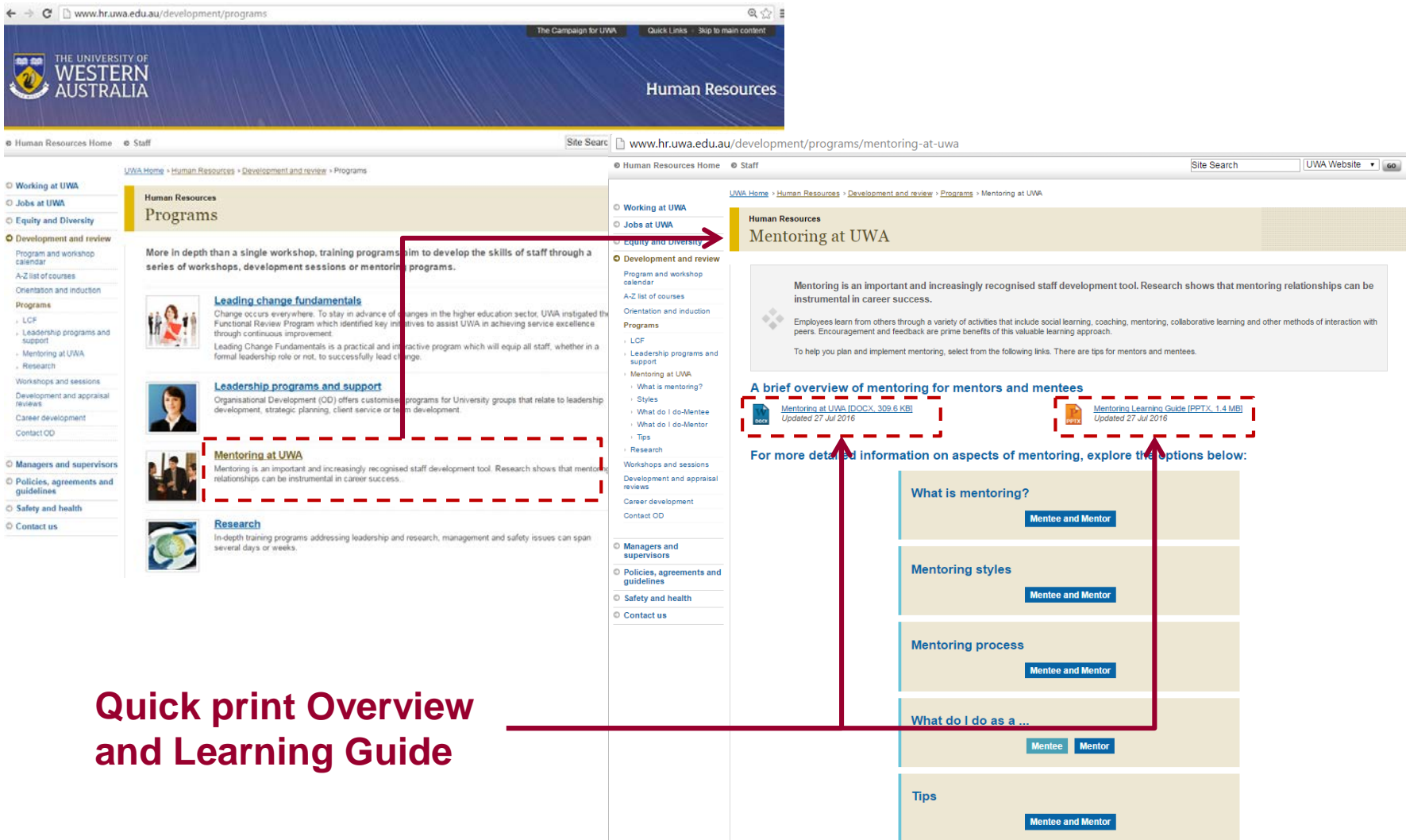


The framework is intended as a development tool and will inform the 'D' in the PDA process

# Feedback & Questions



# Mentoring – Where can I find the tools



www.hr.uwa.edu.au/development/programs

The Campaign for UWA Quick Links Skip to main content

THE UNIVERSITY OF WESTERN AUSTRALIA

Human Resources

Human Resources Home Staff

Site Search www.hr.uwa.edu.au/development/programs/mentoring-at-uwa

UWA Home > Human Resources > Development and review > Programs

Human Resources Programs

More in depth than a single workshop, training programs aim to develop the skills of staff through a series of workshops, development sessions or mentoring programs.

**Leading change fundamentals**  
Change occurs everywhere. To stay in advance of changes in the higher education sector, UWA instigated the Functional Review Program which identified key initiatives to assist UWA in achieving service excellence through continuous improvement.  
Leading Change Fundamentals is a practical and interactive program which will equip all staff, whether in a formal leadership role or not, to successfully lead change.

**Leadership programs and support**  
Organisational Development (OD) offers customised programs for University groups that relate to leadership development, strategic planning, client service or team development.

**Mentoring at UWA**  
Mentoring is an important and increasingly recognised staff development tool. Research shows that mentoring relationships can be instrumental in career success.

**Research**  
In-depth training programs addressing leadership and research, management and safety issues can span several days or weeks.

Working at UWA  
Jobs at UWA  
Equity and Diversity  
Development and review  
Program and workshop calendar  
A-Z list of courses  
Orientation and induction  
Programs  
LCF  
Leadership programs and support  
Mentoring at UWA  
Research  
Workshops and sessions  
Development and appraisal reviews  
Career development  
Contact OD  
Managers and supervisors  
Policies, agreements and guidelines  
Safety and health  
Contact us

UWA Home > Human Resources > Development and review > Programs > Mentoring at UWA

Human Resources Mentoring at UWA

Mentoring is an important and increasingly recognised staff development tool. Research shows that mentoring relationships can be instrumental in career success.

Employees learn from others through a variety of activities that include social learning, coaching, mentoring, collaborative learning and other methods of interaction with peers. Encouragement and feedback are prime benefits of this valuable learning approach.

To help you plan and implement mentoring, select from the following links. There are tips for mentors and mentees.

**A brief overview of mentoring for mentors and mentees**

[Mentoring at UWA \(DOCX, 309.6 KB\)](#) Updated 27 Jul 2016

[Mentoring Learning Guide \(PPTX, 1.4 MB\)](#) Updated 27 Jul 2016

For more detailed information on aspects of mentoring, explore the options below:

**What is mentoring?**  
Mentee and Mentor

**Mentoring styles**  
Mentee and Mentor

**Mentoring process**  
Mentee and Mentor

**What do I do as a ...**  
Mentee Mentor

**Tips**  
Mentee and Mentor

Quick print Overview and Learning Guide