



What's new?

Leadership and Management Development Strategy

DEC now has two major programs in place as part of its Leadership and Management Development Strategy: the Executive Leadership Program targeting future leaders (levels 7 - 8 and equivalent levels); and the Frontline Management Program targeting supervisors and team leaders (levels 3 - 5 and equivalent levels). A program targeting middle managers will be developed in the near future, as well as an online induction program for new supervisors.

Executive Leadership Program

The Executive Leadership Program was launched in September 2010 and was completed in February 2011. This program is the first internal leadership program since the Department of Environment and the Department of Conservation and Land Management merged in 2006.

The program has been driven by the Training and Development Steering Committee and the Organisational Learning and Development (OLD) section. The program was developed in collaboration with the corporate executive team and the external training provider, Integral Development.

A selection process was used to identify participants – 23 staff, with a strong regional representation. Participants attended eight days of workshops. The program used a “learning journey” approach to support and guide participants’ strategic thinking and problem solving skills. Participants underwent individual coaching and 360 degree feedback.

The content covered:

- leadership and leading change
- leading and motivating people and teams
- leading cultural and individual change

Members of the corporate executive team attended sessions and contributed to the topics. Participants worked in teams on strategic issues (which were identified by the executive) and had to apply their strategic thinking and problem solving skills. Each team was sponsored by a member of the executive team.

The People Reference Group recently invited a number of participants from the program (John Dunn, Margaret Byrne and Marko Pasalich) to provide their meeting with an overview of the program and some feedback on its outcomes. They highly commended the program, saying:

“The Director sponsorship of projects worked well, [they acknowledged] the breadth and diversity of expertise within DEC, appreciating the interaction with colleagues from various divisions. The course was refreshing and members embraced new ways of thinking. Also able to appreciate the talents we have within the department.”

A comprehensive evaluation of the pilot program was completed and OLD commenced a new program, with 23 participants, in early June.



What's new (continued)

Frontline Management Program

Participants commence the Frontline Management Program with the **Effective Supervision Skills** course and progress through a series of training courses (covering: finance, OSH, risk management, project management, operational planning, innovation, work priorities, presentation skills) to achieve a Certificate IV in Frontline Management qualification. This program was previously conducted in conjunction with an external training provider but will now be available internally through OLD.

Effective Supervision Skills training for DEC staff

The three day Effective Supervision Skills course, which 32 supervisors from across the state have already attended, looks at a range of topics including situational leadership, motivating staff, effective communication in leadership and conflict management.

The course involves a combination of learning activities including workshops and scenario-based exercises which aim to provide real life practical situations that DEC supervisors may experience. This allows participants the chance to discuss and formulate actions they may take in their leadership journeys.

Participants of the course can opt to progress through an assessment process in their workplace which when successfully completed, achieves three accredited units of competency from the Certificate IV in Frontline Management qualification.

The next course will be delivered at Kensington, on 29 August to 1 September. For further information, please contact OLD via email orglearning@dec.wa.gov.au



Kieran's opening speech at the Executive Leadership Program Launch.



Participants at the Effective Supervision Skills training completing a leadership styles activity.