



Australian Government
Department of Innovation
Industry, Science and Research

POLICY STATEMENT

SES Learning and Development

In recognising that SES employees are the organisation's senior leaders, it is the Department's policy to encourage their ongoing learning and development, and to ensure that SES have appropriate access to information relating to development opportunities.

Principles

- The Department and employees acknowledge that the very nature of SES work is a unique learning experience but this must be augmented by strategically targeted involvement in other learning and development forums.
- The Department supports the concept and practice of SES employees actively pursuing learning and development activities which enhance career prospects and maintain relevant Departmental knowledge at the level expected of the SES.
- SES employees should discuss their development needs and aspirations with their supervisor in formulating their PPR Career Plans, in conjunction with detailed reference to the *APS Senior Executive Leadership Capability Framework (SELCF)*, the *Integrated Leadership System (ILS)* and *One APS - One SES*. Significant development needs should be agreed, planned and budgeted annually.
- In accordance with Departmental SES conditions of employment, SES employees should participate in development activities for at least five days in each calendar year.

References: APSC SELCF; APSC ILS; One APS - One SES

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SES Learning & Development

Introduction

There have been many references from such organisations as the APS Commission, Management Advisory Committee and ANAO regarding the importance of SES employees participating in relevant development programs. SES employees (like all Innovation staff) are ultimately responsible for their own development.

Examples of Development Activities

The following are examples of developmental activities:

- Undertake a short course, attend workshops/conferences/presentations (either conducted in-house or externally) on topics related to Departmental expertise/knowledge areas
- Undertake part-time or Distance Education tertiary study
- Undertake a mentoring exercise (either as a mentor of another staff member or being mentored)
- Organise a short-term move to another area of Innovation/another organisation (public/private, Australia or overseas-based)

In addition, APS and professional association websites describing various learning and development opportunities are listed on the [Corporate Intranet - SES Learning and Development](#) website. For information about the Senior Executive development programs, events and seminars offered by the APSC, please refer to the [APSC SES Learning and Development Calendar](#).

Relationship with SES PPR

As part of the annual [PPR Process](#), all SES employees should develop a Career Plan with their managers. Individual SES Career Plans could highlight specific capabilities or skills needing development in order to achieve the contents of individual performance agreements. They could also highlight additional development activities or opportunities needed to enhance future career prospects, as discussed with SES managers.

The suggestions and assistance outlined in this SES Learning & Development Policy are intended to assist all SES employees develop and actively fulfil the objectives and actions outlined in their Career Plans.

Relationship with the APS Senior Executive Leadership Capability Framework (SELCF) and Integrated Leadership System (ILS)

APS leaders require a mixture of technical and management expertise as well as leadership capabilities. The precise balance will depend on the level of seniority of the individual.

Arguably, of these three broad skill/capability areas, leadership is key to a successful, values-based Australian Public Service. This is evidenced most strongly by the development and application of the [Senior Executive Leadership Capability Framework](#) (SELCF) which, since 1999, has been the agreed tool for SES selection and development. The SELCF is also the common base for 50% of each Innovation SES employee's annual performance assessment.

As a complement to the SELCF, the APS Commission developed the [Integrated Leadership System](#) (ILS) and introduced this to agencies in 2004. The ILS is designed to link all aspects of leadership that impact on the APS.

Further, in October 2005, a concise statement of commitment entitled [One APS - One SES](#) was distributed by Management Advisory Committee (MAC) Secretaries. This document re-affirms the expectations our senior portfolio Secretaries (including Innovation) have of our SES.

The SELCF, ILS and One APS – One SES are important documents which all SES employees should consult when clarifying expectations of their role and formulating their ongoing development (especially in the APS) and in preparing their Career Plans.

SES Orientation

The [SES Orientation Program](#) is designed to provide all new SES officers with the information they will need to operate effectively in the APS environment at the senior executive level. The Program deals with how to navigate through some of the more challenging aspects of moving to the senior executive ranks, such as, fulfilling the positions strategic role and responsibilities; meeting expanded people management responsibilities and working with Ministers and their office staffs.

Please note that your participation in the APSC SES Orientation Program is an Innovation mandatory requirement.

SES Scholarship Program

The Department's [SES Scholarship Program](#) is offered annually to SES employees. Generally, one scholarship is awarded each year up to the value of \$20,000. Nominations are usually sought in February each year. The key objectives of the SES Scholarship Program are to develop and maintain advanced management and technical skills/knowledge for SES in the Department, and recognise the value of identified SES employees attending relevant high-level, external development activities.

SES Coaching Connections

Innovation is committed to providing access to individual coaching sessions for its SES employees.

Innovation's [SES Coaching Connections](#) program is aimed at providing specific, targeted, confidential and expert one-on-one assistance to our SES.

Corporate Leadership Council

The Corporate Leadership Council provides best practices, quantitative research and executive education to a global network of executive managers. The Council focuses on topics that are most critical for senior executives - employee engagement, performance management, leadership development and succession management, amongst other things.

The CLC website includes access to the Council's proprietary quantitative databases, best practices case studies, on-demand customized research, interactive member networking events, online benchmarking data, issue-specific resource centres, and diagnostic tools and templates.

Through our corporate subscription, all staff have access to the website. It is a particularly useful reference site for Innovation SES. Click on the link and follow the sign-up instructions. You will be given a user name and password to access the website via email (this can take up to 24 hours).