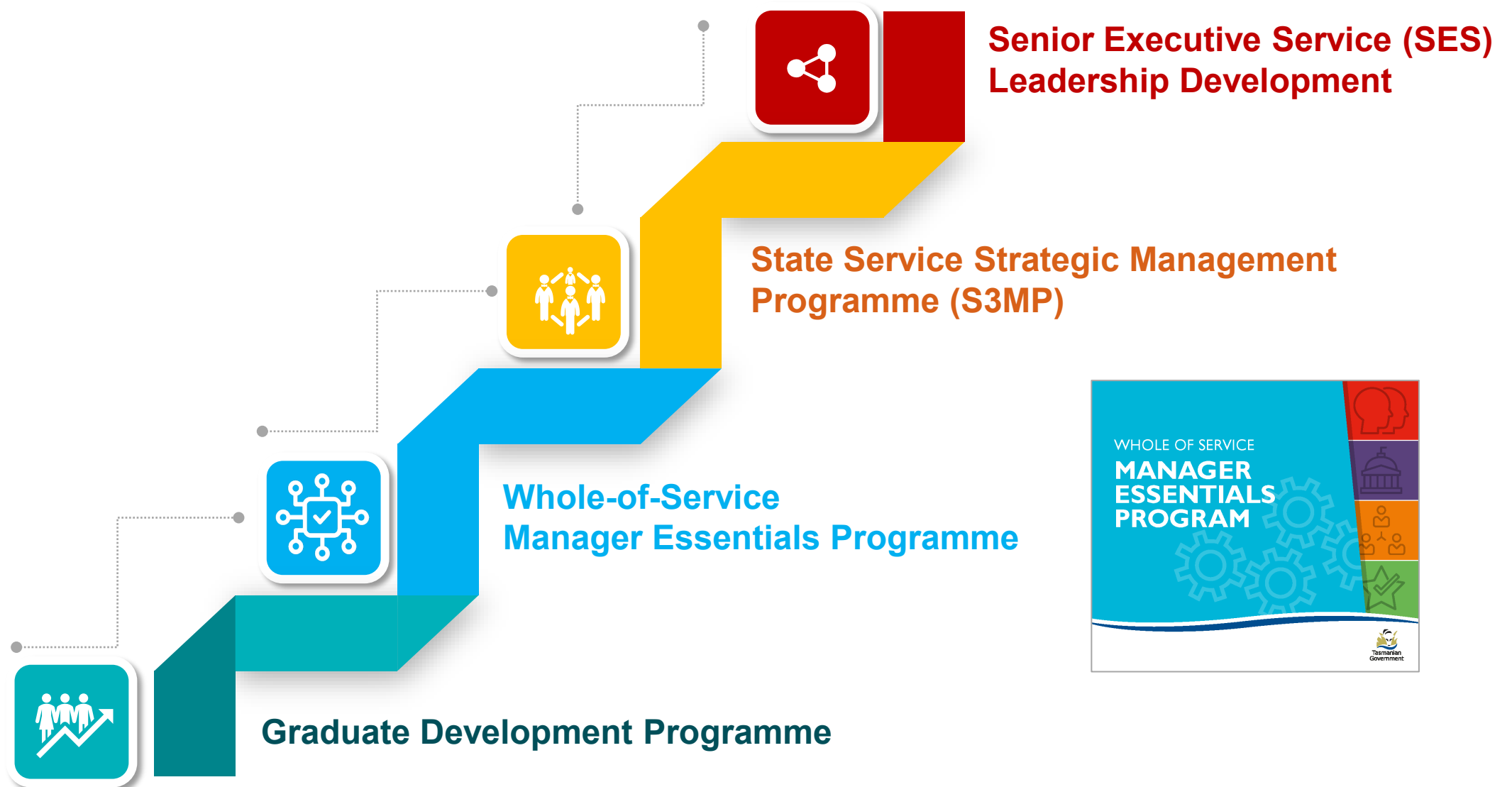




Tasmanian State Service Manager Essentials Program (MEP) learning pathway



genos® T1
INTERNATIONAL

Manager Feedback

**½ Day Opening
Workshop**

- Introduction to MEP
- Results of GENOS T1 180 Behaviour Diagnostic
- 1:1 Debrief and Coaching
- Approach to Learning Guides explained
- Networking Lunch

MODULE 1

Understanding Self and
Developing Others:
The Reflective Mindset
Ian Hamilton Genos Int.



MODULE 2

Understanding Government
and Governance
Greg Masters
Nexus Consulting



MODULE 3

Managing People
Rachel Moore Consulting



MODULE 4

Creating a Positive Work
Environment
Rachel Moore Consulting



genos® T2
INTERNATIONAL

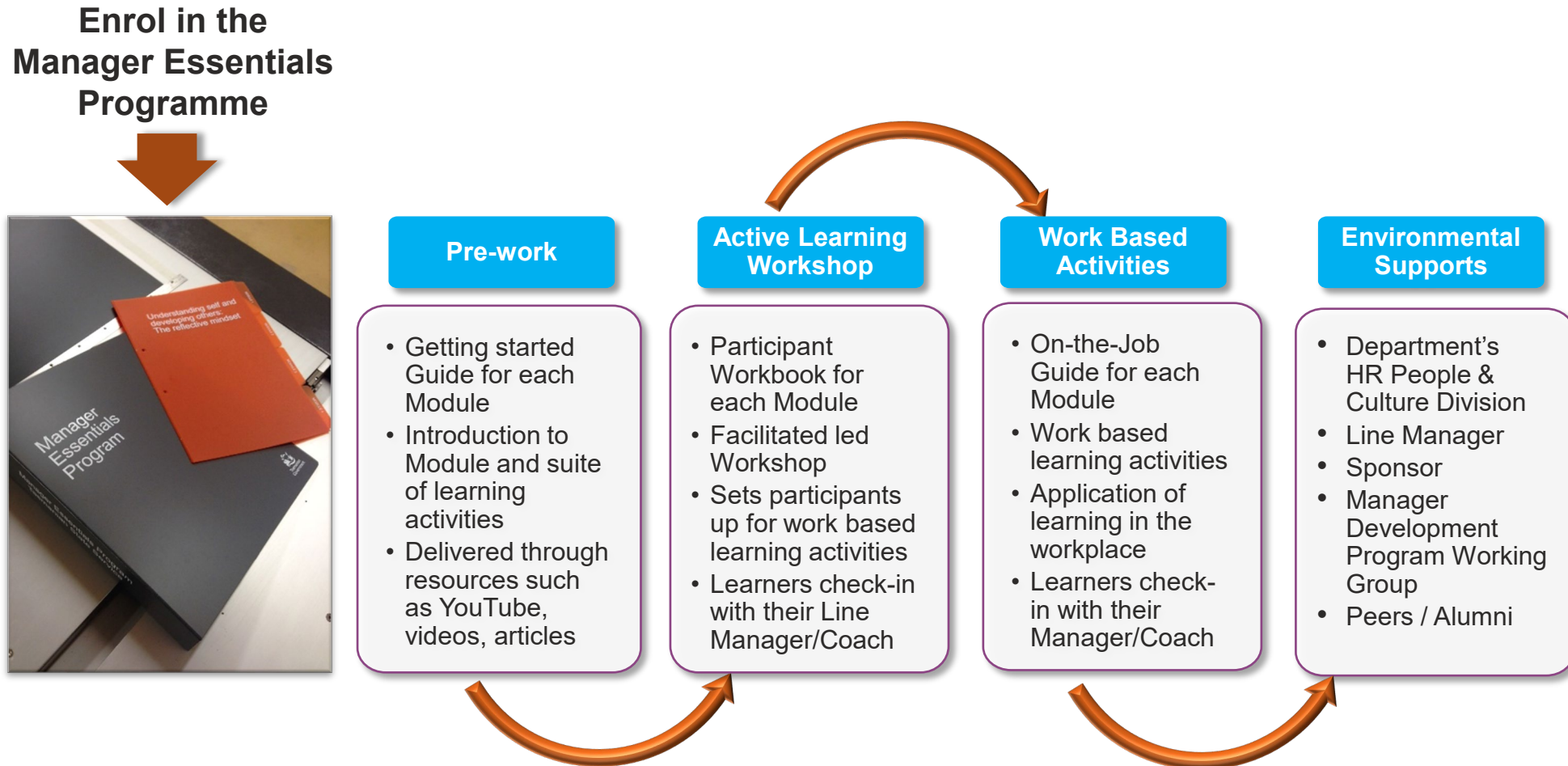
Manager Feedback

**½ Day Closing
Workshop**

- Results of GENOS T2 360 Behaviour Diagnostic
- 1:1 Debrief and Coaching
- Recall & Reflection – MEP Toolkit
- Development Plan
- Networking Lunch
- Certificate

Active Learning Modules spaced over 8 months

Tasmanian State Service Manager Essentials Programme cycle for each Learning Module



Tasmanian State Service

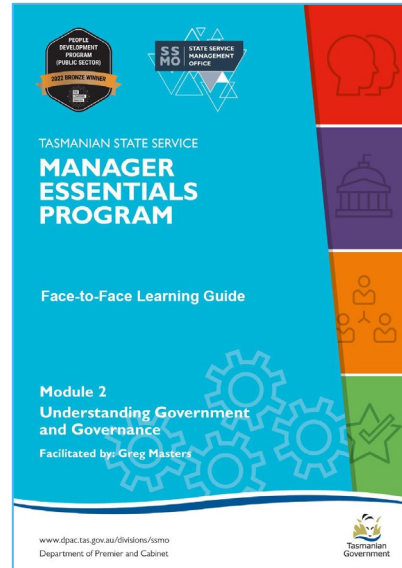
On-the-Job Learning Guide – Module 2



Enrol in the Manager Essentials Programme



Example of Module 2 pages from the On-the-Job Learning Guide



Manager Essentials Program Module 2 - On-the-Job Guide	
Contents	
All about this Guide	6
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Welcome to the On-the-Job Guide	8
What's in the Guide?	8
Learning and Development Approach (7/6/20/20)	9
Where you can get support	10
SECTION 1: Post Workshop Reflection	11
Part 1: Reflect on the Workshop	12
Part 2: More learning activities on government	15
1. Learn about cooperative federalism and your agency's Ministry's	15
2. Preparing for the Budget Chapter	16
3. Budget Estimates Briefs	17
4. Writing Budget Estimates Briefs	18
5. The Outcomes Output Framework	19
6. Tasmanian State Budget	20
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8. Cabinet Processes	23
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15. Ethics and Integrity	32
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16. Diagnose/Identify your development needs	42
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18. Select development options	47
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20. Apply your newly acquired capabilities in the workplace	60
Manager Essentials Program On-the-Job Module - Checklist	62

Cabinet Processes

The Tasmanian Government Cabinet Handbook outlines the procedures for and conventions around the operation of the Cabinet and its support processes. It is produced as a guide for staff in government agencies and ministerial offices. It can be sourced from the Department of Premier and Cabinet's website.

Task 11: What does Cabinet do?

Write down what you think Cabinet does and then refer to the Cabinet Handbook to re-evaluate Cabinet's role.

Notes:

Task 12: Caretaker Conventions – what are they?

Locate on the Department of Premier and Cabinet's website Caretaker Conventions. The Guidelines on the Caretaker Conventions and the operations of government during the caretaker period are provided.

What is the 'caretaker period'?

What are the 'caretaker conventions' for the business of government?

Notes:

The Training Consortium has a new program to help you understand Cabinet Processes in more detail. Please contact The Training Consortium for information about this new training program.

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State Service employees and legislation

There is a plethora of legislation that applies to State Service employees. For example:

- State Service Act 2000 including Practices, Procedures & Standards, Employment and Ministerial Directions
- State Service Regulations 2011
- Anti-Discrimination Act 1997
- Fair Work Act
- Financial Management and Audit Act 1995
- Industrial Relations Act – 523 Awards, 555 Industrial Agreements, 55 VA Enterprise Agreements
- Integrity Commission Act 2010
- Personal Information Protection Act 2004
- Public Interest Disclosure Act 2002
- Right to Information Act 2009
- Work Health and Safety Act

Other Acts of Interest:

- Archives Act 1983
- Auditor-General Act 2008
- Constitution Act 1934
- Criminal Code Act 1924
- Electoral Act 2004
- External (Ombudsman)
- Internal (Principal Officer)
- Justice Review Act 2000
- Magistrates Court (Administrative) Appeals Division Act 2001
- Ombudsman Act 1978

Task 16: Which of these Acts are important in your manager role?

Pick an Act from the left hand list above and find out a little bit more about the Act.

Notes:

Module 2 | On-the-Job Guide 111

Tasmanian State Service Manager Essentials Programme Toolkit



WHOLE OF SERVICE
**MANAGER
ESSENTIALS
PROGRAM**

Using your cards

We've developed these cards to support you following your completion of the Manager Essentials Program. The cards include the constructs (models, diagrams) used in the program, handy hints and reminders to help you reflect on elements of the professional learning and apply the skills on a daily basis in your important role as a State Service Manager.

Be a reflective practitioner.

Be creative.

Each day, choose a card and remind yourself of its contents, then find an interesting way to share this with your team.

If you have any questions about these cards, topics, or you'd like to share with you the innovative ways you're using these cards, we'd love to hear from you – email ssmo@dpac.tas.gov.au

Time 1
Genos
Emotional
Intelligence
Assessment

Understanding
Self and
Others

Understanding
Government
and
Performance

Managing
People

Creating a
Positive Work
Environment

Time 2
Genos
Emotional
Intelligence
Assessment

Reflective Practice

Reflective practice is a considered inquiry into your professional work practices in order to gain a deeper understanding of self and others

Why reflect?

- Gather information/observe
- Make sense of a problem/issue
- Assess challenging practices, perspectives or assumptions
- To question or promote deeper understanding
- Commit to making changes
- Confirm your own beliefs and/or beliefs of others'
- Develop trust/respect for others viewpoints
- Develop skills eg collegiality
- Create opportunities to contribute, gain feedback, detect patterns

Ladder of Inference (LOI)

Emotional Intelligence

The Genos Model of Emotional Intelligence

UNPRODUCTIVE STATES	CORE EMOTIONAL INTELLIGENCE COMPETENCIES	PRODUCTIVE STATES
DISCONNECTED	SELF-AWARENESS	PRESENT
INSENSITIVE	AWARENESS OF OTHERS	EMPATHETIC
UNTRUSTWORTHY	AUTHENTICITY	GENUINE
LIMITED	EMOTIONAL REASONING	EXPANSIVE
TEMPERAMENTAL	SELF-MANAGEMENT	RESILIENT
INDIFFERENT	POSITIVE INFLUENCE	EMPOWERING

Building a more positive workplace

SCARF Model of Social Threats and Rewards

The five categories of David Rock's model make up the mnemonic 'SCARF'

Adapted from David Rock, Your Brain at Work: Strategies for overcoming distraction, regaining focus, and working smarter all day long, 2009

GROW Coaching Model

Employment Framework for Managing People

Tasmanian State Service

The Head of the State Service, on behalf of the Minister administering the State Service Act, is responsible for ensuring that the State Service is run effectively and efficiently.

The Secretary of the Department of Premier and Cabinet (DPA/C) has been appointed as the Head of the State Service and is responsible for the Employer role on behalf of the Minister.

Employment Framework for Managing People

Separation of Powers

The Tasmanian System of Government

	WHAT	WHO
LEGISLATIVE	Makes the laws	- Parliament makes the laws - Parliament also scrutinizes the Executive (Government of the day) - Note – The Government/Cabinet do not pass laws, Parliament passes laws
EXECUTIVE	Executes and administers laws and the policies of the elected Government of the Day	- Executive government made up of Minister and the public service (State Service) - Ministers who have portfolio responsibility for the administration of agencies - Tasmanian State Service - Note – Some laws are delegated by the Parliament to the Executive to make subordinate legislation (regulations) – Governor-in-Council makes these
JUDICIAL	Interprets laws and ensures compliance with the law	- Courts (the Tasmanian Court system includes a Supreme Court and Magistrates Court) - Arbitral

Exceptions – not complete separation

- Ministers are part of the Parliament and Executive
- Premiers, Ministers and Judges are appointed by the Governor-in-Council
- The Governor is part of the Parliament (Royal Assent) and the Executive
- Executive power exercised by the Governor-in-Council (on advice of the Ministers) to make subordinate legislation (regulations, rules and orders etc)

A process for guiding interventions

The Five Dysfunctions of a Team

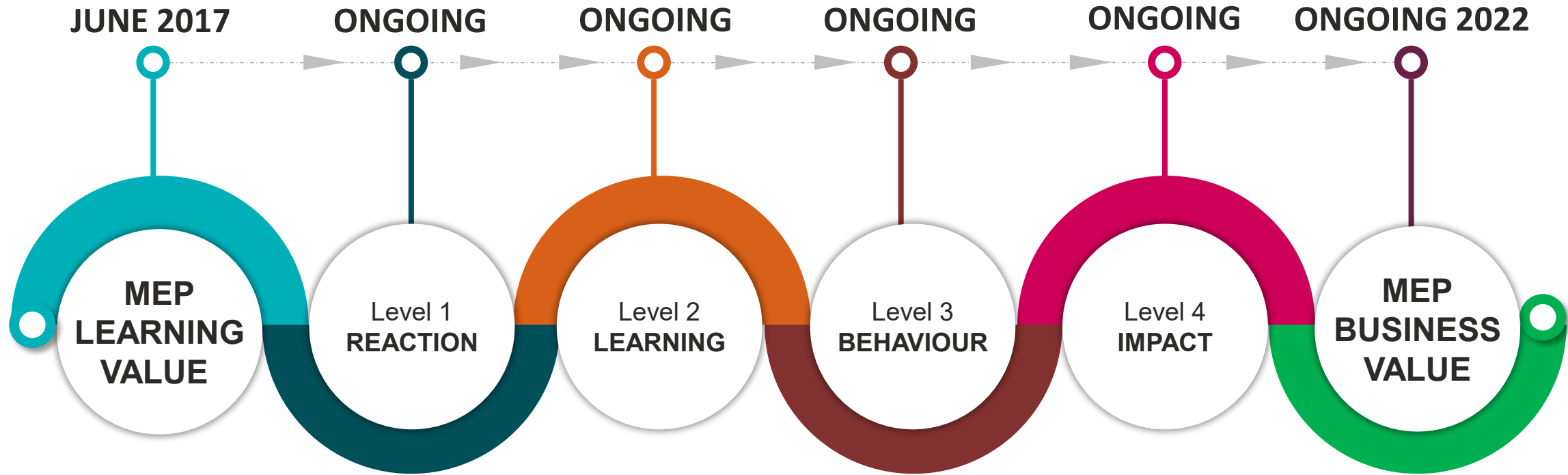
Patrick Lencioni's Five Dysfunctions of a Team

An excellent tool developed by the Conflict Resolution Network (www.crnhq.org/) is the conflict mapping tool. You can use the tool to prepare for a difficult conversation or to facilitate a discussion between team members to help them resolve conflict.

Consider:

- What's the issue?** Consider and define the issue, the problem area, or conflict in neutral and unemotional language.
- Who is involved in the conflict?** Write down the name of stakeholders. You might want to list individuals, teams, groups etc.
- What are the needs and concerns?** For each stakeholder recorded, list their significant needs and concerns that are relevant to the issue.
- Be prepared** to change the statement of the issue, as your understanding of it evolves through thought and discussion.

Tasmanian State Service Evaluation Framework | Chain of Evidence



Survey

The degree to which participants react favourably to the training.



Survey

The degree to which participants acquire the intended knowledge, skill, attitudes, confidence, and commitment based on their participation.



Survey + GENOS

The degree to which participants apply what they learned during training event when they are in the workplace.



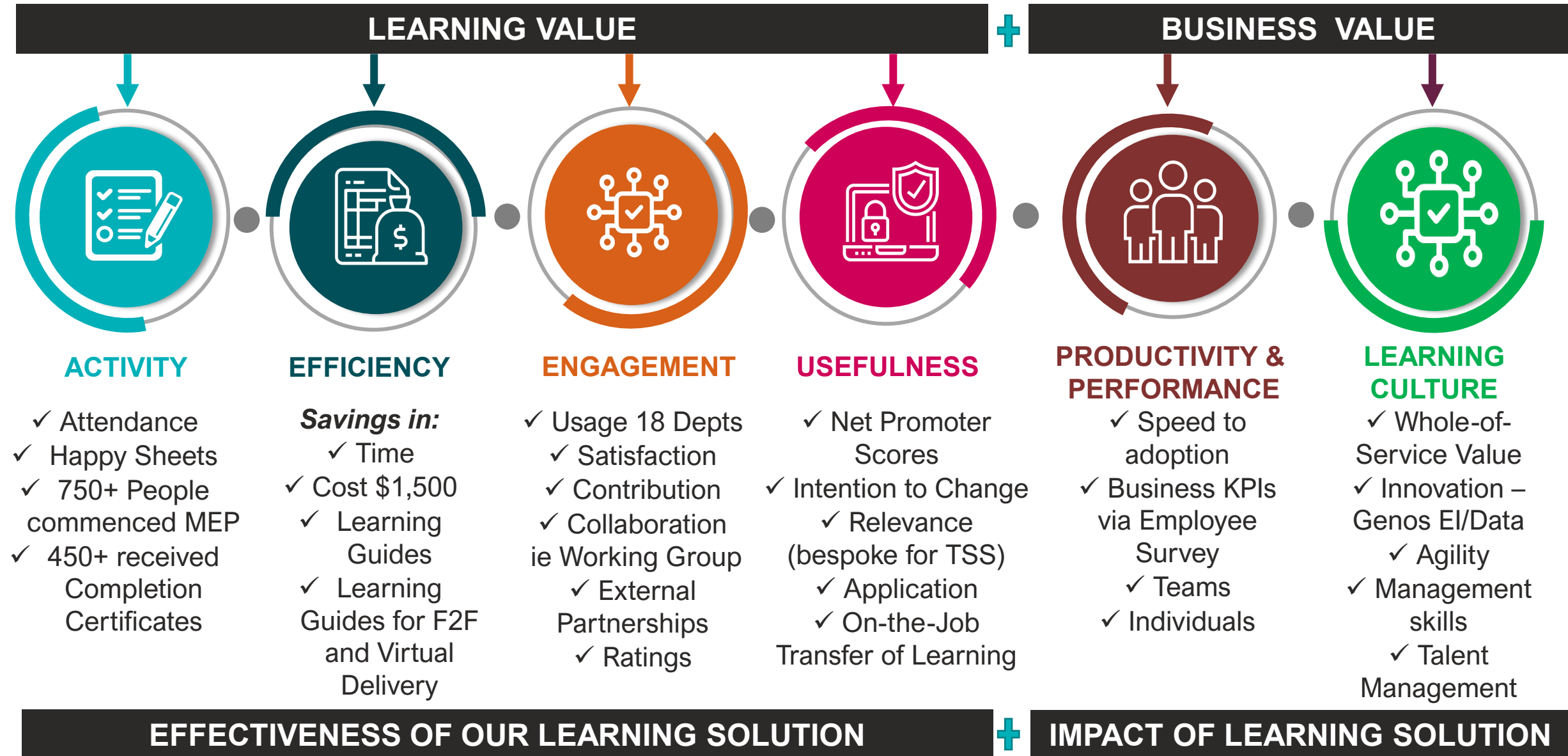
Survey + GENOS

The degree to which outcomes occur as a result of the training event and subsequent reinforcement.



Tasmanian State Service

Learning and Development Value Spectrum



Acknowledgement: Adapted from Laura Overton's work.