



Developing leadership
and management excellence
for challenging times

PSM PROGRAM VICTORIA NEWSLETTER AUTUMN 2011

Welcome to the Autumn 2011 PSM Program Victoria Newsletter. Since the last issue the PSM Program Victoria team have been busy with the first Intake of 2011 (February) and the exciting new initiatives of the Single Unit Short Courses and LLG Regional Scholarships scheme which are now open for enrolment, the remaining application closing dates in 2011 for the Single Unit Short Courses are 1st July and 1st September 2011.

April is an important month in the Public Sector calendar. For most Agencies it is the time for Staff Development and Planning with most completing their plans for 2011 and reviewing the success of 2010. Within the PSM Program it is the second Intake of the year for the full PSM Program and the first intake for the new single unit Short Courses.

The PSM Program's four units fit along with the Development framework for Victorian Public Sector (VPS) Managers established by the State Services Authority, 'to establish a common understanding about the development needs of managers across the VPS, regardless of the specific organisation or context in which the manager works and its 13 interconnected areas in Management role foundations and Management role activities'.

The PSM Program can be an easy fit into your Department or Agency's Leadership framework and your staff's succession and development plans. This can be achieved by encouraging staff to develop their capabilities and skills to strengthen the development framework of your Agency.

As Post Graduate qualifications are increasingly becoming a requirement to move to senior management and to move up classification bands, the Australian Government designed PSM Program can provide the qualification to develop middle managers leadership qualities' further and plan their careers within the Public Service.

INSIDE THIS ISSUE:

PSM Program as Short Courses	Pg 2
LLG Regional Scholarships 2010	Pg 3
Information Session February 2011	Pg 4 & 5
PSMP Graduation 2010	Pg 6

Managing Up on a Dodge Tide	Pg 7
PMSP Alumni Bank of Supporters	Pg 8
New Vice Chancellor at Victoria University	Pg 9
PSMP Intake Dates & PSM Contacts	Pg 10

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list

PSM PROGRAM SINGLE UNIT SHORT COURSES 2011

The Victoria PSM Program Single Unit Short Courses are now available to enrol for 2011.

You can now study each unit of the PSM Program as a standalone short courses. To enhance specific skills, develop particular projects or to explore how to deliver better services for citizens, the units below can now be taken as standalone courses with assignments

- Unit 1 - Managing Up: The Framework of Public Sector Management
- Unit 2 - Managing Out: The Public Sector in the Community
- Unit 3 - Managing In: Ethics and Career Management in the Public Sector
- Unit 4 - Managing Down: Operational Management in the Public Sector

Successful completion of each non award short course gives you entry into the Full PSM Program (with time limitations) to complete the Graduate Certificate in Public Sector Management and Recognition of Learning (RPL) for future Post Graduate study (as long as you complete and pass the assignments).

To apply for a short course and to find out more visit:

<http://www.vu.edu.au/courses/public-sector-management-program-short-courses>

Of course the full PSM Program will still be the preferred option if you are looking to gain the Graduate Certificate in Public Sector Management but if for example:-

- Do you have new members of staff who are new to the Public Sector - then Unit 1 Short Course, **Managing Up: The Framework of Public Sector** may be the option as part of their induction.
- Does your Agency deal with the Community - then Unit 2 Short Course, **Managing Out: The Public Sector In the Community** may be a good choice for your staff to understand the importance of building relationships and managing stakeholders.
- Do you want your staff to examine Personal Development & Career Management - then Unit 3 Short Course, **Managing In: Ethics and Career Management within the Public Sector** may be ideal for your staff and team/department.
- If your Department has a project they need to plan, implement and evaluate then Unit 4 Short Course, **Managing Down: Operational Management in the Public Sector** may be the choice for your staff to train in effective evidence based project management.

An interested participant can apply to a single unit short course or an Agency or Department can request a single Agency workshop - to discuss this option contact the PSM Program Manager on psmprogram@vu.edu.au

Make sure you never miss PSM Program Updates

Join our mailing list

email: lesley.gordon@vu.edu.au

LLG REGIONAL SCHOLARSHIPS

Are you working in the Victorian Public Sector, regionally based and looking to take the next step in your career?

The LLG PSM Program Victoria is offering a full scholarship to all regional Public Sector staff to cover the full cost of one Public Sector Management Program Short Course. There are a limited number of these scholarships available.

To be eligible for a Regional Scholarship, applicants must meet the following selection criteria:

- Regionally based living and working outside Greater Melbourne area
- Victorian Public Service Grade 3-6 or equivalent or
- Australian Public Service Grade 5 – EL2
- Performing a People Management role

Please apply through survey monkey

http://www.surveymonkey.com/s/PSMP_Short_Courses_Scholarships

If you have any questions on Scholarships please contact Cara Jones at the State Services Authority on 03 96515468 or email cara.jones@ssa.vic.gov.au

PSM PROGRAM TEAM COMING TO YOU IN REGIONAL VICTORIA

The PSM Program team, Victoria will be available in Regional Victoria in Bendigo, Geelong and Traralgon in April and May 2011 (dates to be confirmed) to present the PSM Program and the single unit short courses to those of you working in Regional Victoria.

We will be based in one of the Victoria State Offices in each of the three Regional towns for either a morning or afternoon where we will present the Program and the Single Unit Short Courses and be available to ask questions and to look at some course materials.

If you are interested to finding out more about the Program and/or the single unit short courses and the LLG Scholarships that are available to you then please contact Lesley, Marketing Officer to register your interest.

The dates for the Regional Information Sessions will follow shortly.

Make sure you never miss PSM Program Updates

Join our mailing list

email: lesley.gordon@vu.edu.au

PSM PROGRAM GRADUATION 2010

The 2010 Public Sector Management Program Graduation Ceremony was held on Wednesday 17 November at VU's City Flinders Campus and of the fifty eligible graduates thirty two were able to attend on the day.

Professor David Lamond, Executive Dean, Faculty of Business and Law hosted the graduation ceremony on behalf of Victoria University, and congratulations were delivered to the graduates by Mr John Cross, Chair, Victorian Local Leadership Group.

The Guest Speaker was Mr Stephen Sedgwick, Australian Public Service Commissioner and Tracey Connolly (Department of Transport) spoke on behalf of the Graduates, discussing her PSM Program Journey.

A Graduation Booklet commemorating the 2010 ceremony contained details on all the graduates and their work-based projects.



All 2010 PSM Program Graduates



Tracey Connolly, Department of Transport giving the *Response on behalf of the Graduates*



Australian Building and Construction Commission Graduates and some of their Sponsors, HR Managers and Senior Management attending the Graduation

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list

MANAGING UP ON A DODGE TIDE

In the public sector managing up in a representative democracy means looking in several directions at once. Two of the most important are looking up to Ministers and out to citizens. It is the task of ministers to provide leadership, make the major policy decisions and be accountable to parliament and the electorate. It is their job also to represent the public sector to citizens and to turn raw citizen demands into issues on which the public sector can focus its efforts.

But what happens if ministers are puzzled about what to do? A useful metaphor is the rare phenomenon known to South Australians as a dodge tide. This is when the tide does not move for one or two days. With no tidal movement going fishing means lots of waiting and a small catch. As the fishing community says, 'No run, no fun.' The one advantage is that you can see the sea bed.

Under the minority government following the last federal election, policy making is like fishing on a dodge tide. Both government and opposition are splashing about but the tide is running for neither. Citizen views point unhelpfully in different directions. For public servants this is deeply frustrating. They can see problems that need to be fixed. But essential ministerial leadership about specific options and choices is absent.

What then can public servants do? This is where the professionalism of the public service provides a guide: keep providing services, keep providing advice, keep working on innovative options, and follow closely what citizens are thinking. In particular, look closely at factors that challenge the short term views of politicians who mistake splashing for action. Two deserve particular attention. One is the internationalization of many fields of public policy in Australia. The other is the impact of popular demands for national policies about national problems on the working of the federal system. At some stage the tide will turn. Be ready. And be warned. Things that now look clear on the policy sea bed will probably look very different when the political tide again starts to run.

Dr Robert Smith

PSM Program Unit 1 Facilitator

INFORMATION SESSION FEBRUARY 2011

The PSM Program held its first 2011 Information Session on Wednesday 16 February at Victoria University's City Flinders campus with guest speakers and opportunity for discussion.

Firstly The PSM Program Marketing Officer presented the PSM Program Victoria, and detailed the new Single Unit Short Course delivery now available in Victoria, highlighting the many benefits from the Program and the short courses to the participant and their Agency, these being:-

- cost and value of the program and as single units,
- capabilities gained to both the individual's career and Agency functionality.
- completion of the work based project in Unit 4 which gives a direct relevant benefit to the participants Agency/Department plans and future planning.

There were two guest speakers, firstly Jenny Hutt, PSM Program Unit Three Facilitator who discussed Unit Three and its Topics and the impact they have on the participant, for example Understanding Personality, Emotional Intelligence and Career Management.

Secondly Kaye Lehmann a 2010 Graduate of the PSM Program discussed her PSMP journey and the worth of the program to her and her Agency (Centrelink).

Why me and the PSMP ? *My background is reasonably typical of many people, especially those to whom University was never really considered as a career path. This was usually due to the fact that we didn't have any idea about what we wanted to do when we finished high school. However, this we did know we wanted a job because a job gave us money and money meant freedom and freedom meant opportunity. Opportunity to leave our country town to explore life and big cities. At eighteen years old we are still optimistic enough to believe that good things were waiting for us just around the corner.*

I spent the next 20 years working in different businesses in the private sector and learning a trade ... of sorts. It started with basic administration, moved to sales, then to business finance, then people management and finally business management. It was an educational journey that lasted 20 years. Like many business people that have developed organically, our education is a bit of a lucky dip. Our business knowledge is based in the practicalities of the industry we are in and is built like a good cocktail with a mixture of experience, instinct, intuition and a dash of rat cunning. This cocktail served me well for two decades.

In the year 2000 I joined the Federal Public Service and became the Regional Manager for three Centrelink Customer Service Centres in rural Victoria and my real education began. The Federal Public Service is a people based business. In Centrelink we are humans, dealing with humans in the human condition. This is a nebulous and challenging environment. All Governments realise that to have an effective and efficient public service one must invest heavily in people. This is because through its people, the Government of the day provides high quality services that are valued by the citizens of Australia.

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list

The PSMP has increased my ability as a manager to lead from where I am and to position my teams effectively. This program has made me a better middle manager because I am more aware of how to support my manager, my staff and the community. This program has stopped me dipping into my cocktail of experience by providing me with a proper structure and science to understanding public sector business. Now I understand why we do what we do as public servants. The recent natural disasters in Australia have demonstrated beyond all reasonable doubt that a fast moving, quick to action public service is of the utmost importance to the Government and is just as highly valued by Australian citizens. Being able to put policy, processes and services on the ground within a few days has now become the norm rather than the exception. In emergencies we have learnt to dovetail service delivery with agencies at State and Local Government levels, without clashing with volunteer services, taking over or being the 300lb gorilla in the corner of a room as a large organisation.

The PSMP has significantly increased my global view of the Federal Public Service. It has clarified for me, why the public service does not behave like the private sector. It has strengthened my appreciation of the fact that as public servants we provide significant public value in our work just as much as we sustain outcomes and meet day to day demands.

As middle managers we are the people that our bosses go to when they need to get stuff done. We engage at all levels, we develop relationships and webs of influence that allow us to provide the leadership that business and the community look to us to provide. I am a middle manager and I am at the pointy end of the business. We are the fixers, the doer's and the change agents. We are the communicators and implementers. We are the people that many levels of Government rely on to make legislation a physical reality. So it is absolutely necessary that there should be an educational journey and qualification for people like me, instead of being forced to go to the cocktail cabinet of experience and make it up as I go.

I cannot thank my business manager enough for recommending this course to me and supporting my journey on the PSMP. This has been the best educational journey that I have been on. Its direct relevance to my daily working life was what grabbed me in the beginning and held my attention for the whole process. I was living my educational dream. It truly opened my eyes to the enormous world of public service. I have a profound appreciation for everything that the public service is, and for what I could influence it to be by being a better educated and more strategic middle manager. We are living and working in the most extra-ordinary of times and with all of the challenges and changes that we face every day in both our work and social lives, the PSMP is the best preparation managers can undertake to become their highest selves in the service of the Australian public.

In closing, I ask this question. Should your manager approach you and ask if you would undertake this course, do not stand there and ask "Why me and the PSMP?". Have a vision of what could be and then ask yourself, why not !

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list

WOULD YOU BENEFIT FROM A PSMP GRADUATE'S ASSISTANCE?

The PSM Program team have a bank of PSMP Alumni who are willing to provide informal assistance and support to current PSMP participants. Their role will provide you with a contact in sharing their PSMP experience.

As a PSM Program Graduate would you like to be on the PSMP ALUMNI Bank?

If you would be interested in accessing this assistance or becoming part of the Bank of Supporters please contact the PSM Program team.

WOULD YOU LIKE THE PSM PROGRAM TEAM TO VISIT YOUR AGENCY?

If you would like to find out more about the PSM Program and the Single Unit Short Courses the PSM Program team can visit you in your Agency to provide an Information Session directly for your staff at a time that suits your agency.

We can also present the PSM Program to your Human Resource and/or Organisation Development Team or Senior Executives or even provide further flyers to your Agency detailing the PSM Program and the Single Unit Short Courses.

Please contact Lesley Gordon, Marketing Officer.

ARTICULATION ROUTES AT VICTORIA UNIVERSITY

New pathway routes for Graduates of the PSM Program Graduate Certificate in Public Sector Management at Victoria University:-

Graduates of the PSM Program can now articulate into Victoria University's Master of Business (Industrial Relations/ Human Resource Management), Master of Business (Management) and Master of Business Administration and receive a credit of four units.

For further information visit www.vu.edu.au or contact Dr Pat Brewer.

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list

NEW VICE CHANCELLOR AT VICTORIA UNIVERSITY

In January 2011, Professor Peter Dawkins commenced as Vice-Chancellor of Victoria University. Professor Dawkins has had a distinguished academic career, both nationally and internationally.

Commencing his tertiary studies in the field of economics he subsequently undertook a wide range of roles incorporating teaching, research, management and leadership, in universities in the UK and Australia. In 1996 he was appointed to the position of the Director of the Melbourne Institute of Applied Economic and Social Research at the University of Melbourne. The Institute became widely regarded as the leading institute of its kind in terms of academic achievement and its impact on public policy and debate. His achievements as a leading researcher were recognised in 2001, when he was elected as a Fellow of the Academy of Social Sciences in Australia.

Most recently he has held high level leadership roles with the Victorian Government, firstly as Deputy Secretary of Treasury and later as Secretary to the Department of Education and Early Childhood Development (DEECD). These roles have allowed Professor Dawkins to further demonstrate his leadership in education policy and practice in Victoria, and on the national stage.

As the Secretary to DEECD, Professor Dawkins presented the Scholars from the Julia Flynn, Women in Leadership Scholarship with their certificates at their awards ceremony at DEECD in completing the Julia Flynn Leadership Program of which the PSM Program *Graduate Certificate in Public Sector Management* is a component.

At the event Peter said “I am proud to support this program because we need to do more to raise the visibility of capable women with the Department and, at the same time, develop their leadership and management skills”.



Professor Peter Dawkins and the 2010 Julia Flynn Leadership Program Graduates

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list

FULL PROGRAM 2011

Intake Schedule	Workshop 1 Date	Application Close Date	Orientation Session
JUNE 2011	Thursday 23 Friday 24 Monday 27	Friday 27 May 2011	Friday 10 June 2011
SEPTEMBER 2011	Wednesday 7 Thursday 8 Friday 9	Monday 15 August 2011	Thursday 25 August 2011
NOVEMBER 2011	Friday 18 Monday 21 Tuesday 22	Monday 24 October 2011	Monday 7 November 2011

To apply visit:

<http://www.psmprogram.gov.au/cgi-bin/eam/login.pl>

Click on the APPLY button (top left), complete the application form then press SEND APPLICATION

SINGLE UNIT SHORT COURSE 2011

The remaining application close dates for 2011 are:

1 July 2011

1 September 2011

When applying for your short course specify in which month you would like to study so we can accommodate you into ongoing workshops.

If you would like an Agency specific short course please contact the PSM Program Manager to arrange

To apply visit:

<http://www.vu.edu.au/courses/public-sector-management-program-short-courses>

Complete the registration form and return to psmprogram@vu.edu.au

PSM PROGRAM VICTORIA:

Dr Pat Brewer PSM Program Manager

Lesley Gordon Marketing Officer

Email: psmprogram@vu.edu.au or
lesley.gordon@vu.edu.au

PSM PROGRAM VICTORIA:

Tel: 03 9919 1492

Visit: www.psmprogram.gov.au

www.vu.edu.au/psmu

Make sure you never miss PSM Program Updates

email: lesley.gordon@vu.edu.au

Join our mailing list