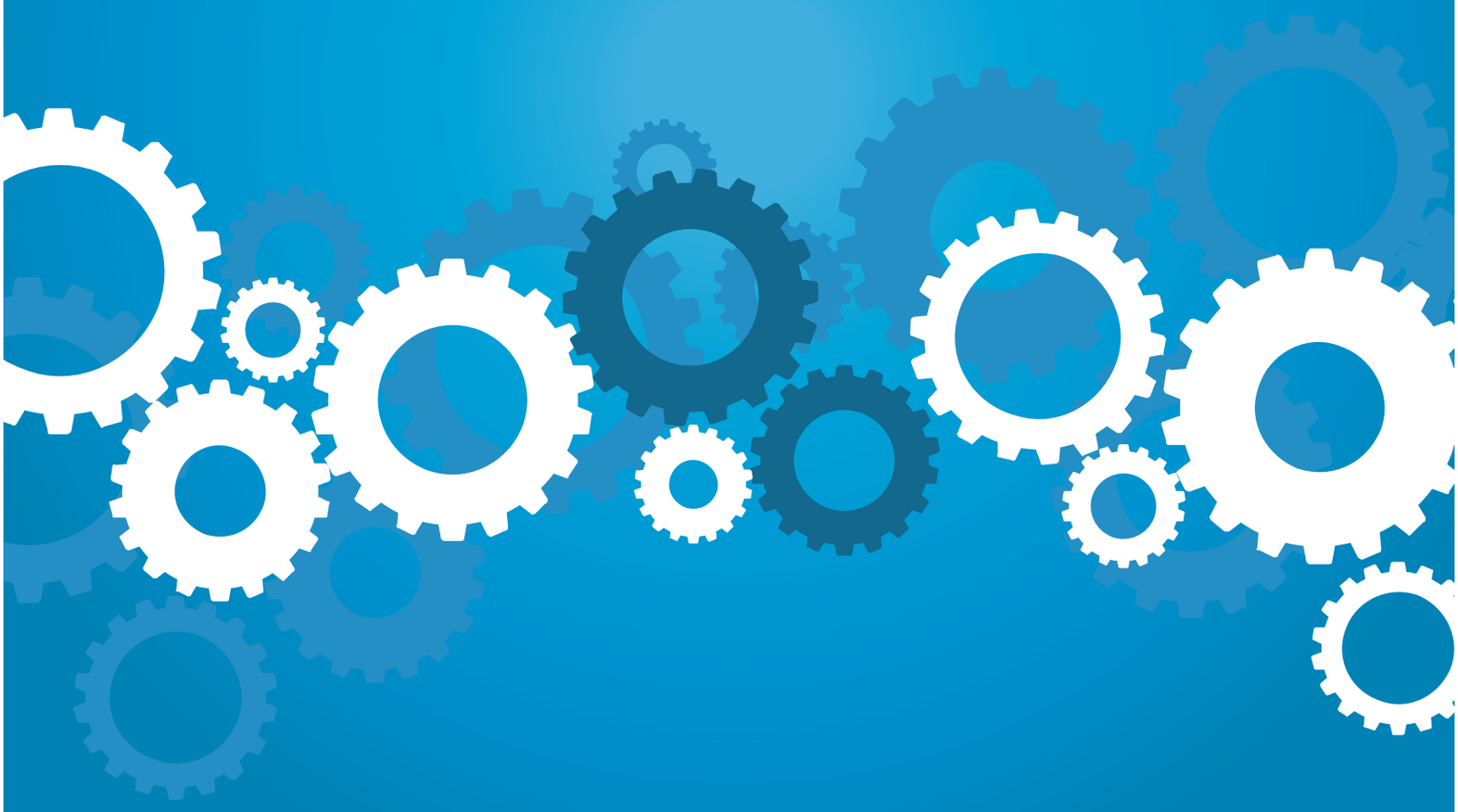
South Australian Public Sector

FIRST LINE MANAGER
Competency Framework

First Line Manager Competencies for the SA Public Sector



Government of South Australia

First Line Manager Competencies for the SA Public Sector

What is the purpose of the First Line Manager Competency Framework?

The purpose of the First Line Manager Competency Framework is to define the management and leadership requirements that are relevant to all first line managers in the SA Public Sector.

This framework categorises two types of competencies relevant to first line managers: **core** and **common**.

The **core** competencies identified in the framework are relevant to all first line managers throughout the public sector, irrespective of location, agency or job role. The other component of the framework, the **common** competencies, are relevant to the majority of first line managers in the SA Public Sector, but may not be essential in every case.

A first line manager can be defined as someone who is responsible for managing resources, processes and people to deliver services to clients, and is typically classified at the ASO3 to ASO5 level.

This framework is just one of many tools available to public sector employees to guide performance management and development.

How can you use this competency framework?

There are two ways a competency framework can be used. Firstly, you can assess yourself against the competency level you would expect to have already achieved. Secondly, you can use a higher category of competency framework to assess your future development needs.

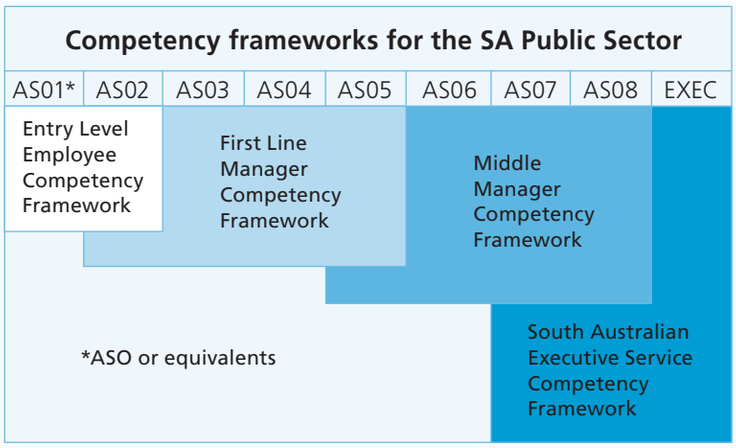
Before deciding on which competency framework to use for any purpose, it is best to look at the elements of the competencies and compare these with your current duties and decide what suits best.

For example, if you are a first line manager operating at the ASO2 or ASO3 level, you may find these competencies a valuable professional development tool. It is expected that as you progress through your career, you will acquire more of these competencies as you build your experience, skills and knowledge and move towards middle management roles.

If you have extensive experience as a first line manager, you should already possess many of these competencies. This material can provide a useful base for refining your abilities. If, having examined the competencies for first line managers, you realise that you can fulfil all of the requirements, we suggest using the 'bridging set' of competencies that provide a transition from first line to middle management.

Similarly, if you aspire to a first line management role, you may choose to use the First Line Management Competency Framework as a guide for your personal and professional development.

Please refer to the following chart as a guide to the SA Public Sector Competency Frameworks in broad relation to classification levels.



First Line Manager Competencies for the SA Public Sector

What is competency?

The SA Public Sector has adopted the Australian Government Department of Education, Employment and Workplace Relations' definition of competency, which states that competency is ***'the consistent application of knowledge and skill to the standard of performance required in the workplace. It embodies the ability to transfer and apply skills and knowledge to new situations and environments'.***

Competency must be demonstrated to the standard required in the workplace, and covers all aspects of workplace performance including:

- performing individual tasks
- managing a range of different tasks
- responding to contingencies or breakdowns, and
- dealing with responsibilities of the workplace, including working with others.

What are units of competency?

Units of competency in training packages are developed by industry to meet the identified skill needs of that industry. Each unit of competency identifies a discrete workplace requirement and includes the knowledge and skills that underpin competency as well as language, literacy and numeracy; and occupational health and safety requirements. The units of competency must be adhered to in assessment to ensure consistency of outcomes.

What are training packages?

Training packages are an integrated set of nationally endorsed standards, guidelines and qualifications for training, assessing and recognising people's skills. They have been developed by industry to meet the training needs of an industry, or group of industries. Competencies form an important component of training packages.

Unit of competency:	The name of the competency. Describes the overall outcome of the competency.
Elements:	Each unit is subdivided into a number of elements. Each element describes a more specific outcome.
Performance criteria:	These statements specify the level to which the job must be performed. They focus on the evidence required to prove competence.
Range of variables:	This identifies the vast array of contexts and conditions within which the performance criteria apply. It assists by relating the competency to different organisations/contexts and work practices.
Evidence guide:	The context within which an assessment should be undertaken. This section also lists the necessary underpinning skills and knowledge. In order to perform a competency to the required level, a person must possess the required skills and knowledge to be able to demonstrate the behaviours within that competency.

The benefits of using competencies and training packages

There are many reasons why governments and industries have embraced competencies and training packages. Essentially, competencies enable organisations, and professional and technical areas to recognise, describe and assess work performance against specified nationally agreed standards. Regular reviews of nationally endorsed training packages, such as the Public Sector Training Package (PSTP), ensure currency.

This in turn encourages:

- an integrated strategic approach to succession and workforce planning, recruitment and selection, and performance management and development
- better targeting of skill needs
- a more comprehensive understanding of required performance standards by both managers and employees
- consistency within and across agencies, and training and assessment providers.

At the personal level, the use of competencies enables individuals to:

- better understand job roles
- recognise and identify current skills, knowledge and abilities, as well as gaps
- establish career development plans and pathways
- gain nationally recognised qualifications.

The first line manager competencies

The first line manager competencies within this framework recognise that first line managers in the SA Public Sector need to perform their role to the standards expected by their agency.

The competencies selected for first line managers in the SA Public Sector are consistent with the approaches of other jurisdictions and public sectors internationally. The majority of competencies identified in the framework were drawn from the PSTP, and specific competencies were also drawn from the Business Services Training Package (BSTP). Using these existing competencies has a number of advantages. The PSTP was developed by Government Skills Australia, the recognised body representing the public service industry on vocational education and training issues.

All endorsed training packages are closely linked with their particular industry. For example, production of the PSTP is a result of wide consultation with stakeholders in state, territory and commonwealth governments and represents the industry's agreement on the skills required to work effectively in the public sector. Similarly, the production of the BSTP is a result of consultation with the business sector throughout Australia, and represents the agreed standards required to work effectively in a business environment.

First Line Manager Competencies for the SA Public Sector

First line manager core competencies

The **core** competencies listed below are regarded as essential to first line managers employed within the SA Public Sector irrespective of job title, agency, organisation or location.

PSPGOV402B	Deliver and monitor a service to clients
PSPGOV403B	Use resources to achieve work unit goals
PSPGOV404B	Develop and implement work unit plans
PSPGOV406B	Gather and analyse information
PSPGOV422A	Apply government processes
PSPETHC401A	Uphold the values and principles of public service
PSPLEGN401A	Use public sector financial processes
PSPMNGT603B	Facilitate people management

The **core** competencies are overarched by the requirement of all SA Public Sector employees to behave ethically and comply with the **South Australian Public Sector Code of Ethics.**

First line manager common competencies

The **common** competencies are relevant to the majority of first line managers in the SA Public Sector, but may not be essential in every case. For example, not all first line managers may promote innovation. These competencies are important to first line managers who wish to improve their current performance or future career options.

In some cases, these units represent specific activities which are embedded in the **core** competencies. For example, valuing diversity is a significant consideration in the lead work teams unit.

PSPGOV408A	Value diversity
PSPGOV412A	Compose complex workplace documents
PSPGOV418A	Develop internal and external networks
PSPPOL403A	Give and receive policy information
PSPPROC406A	Procure goods and services
PSPHR402A	Administer human resource practices
BSBINN201A	Contribute to workplace innovation
BSBWOR501A	Manage personal work priorities and professional development

Bridging competencies

(Transition from first line to middle management)

Core competencies

The range of public sector classifications that fall within the definition of first line management is vast. For this reason, a second competency framework has been developed for those employees who have already developed significant experience and expertise against the First Line Manager Competency Framework, but are yet to step up to the competencies of the middle manager Competency Framework.

This additional framework of competencies is regarded as essential for highly experienced first line managers who are planning a transition from a first line management job role, into the functioning of a public sector middle manager.

PSPGOV502B	Develop client services
PSPGOV503B	Coordinate resource allocation and usage
PSPGOV504B	Undertake research and analysis
PSPGOV511A	Provide leadership
PSPGOV515A	Develop and use political nous
PSPETHC501B	Promote the values and ethos of public service
PSPLEGN501B	Promote compliance with legislation in the public sector
PSPOHS501A	Monitor and maintain workplace safety
PSOFIN501A	Apply public sector financial policies and processes

These **common** competencies are relevant to the majority of (but not all) experienced first line managers who are planning a transition from a first line management role into the function of a public sector middle manager.

Common competencies

PSPGOV505A	Promote diversity
PSPGOV512A	Use complex workplace communication strategies
PSPGOV516A	Develop and use emotional intelligence
PSPGOV519A	Manage performance
PSPPOL502A	Advise on organisational policy
PSPSCI502A	Facilitate innovation and change through extension
BSBWOR501A	Manage personal work priorities and professional development

Where can I find these competencies?

Each training package has a national code. For example, the PSTP code is PSP04 and the BSTP is BSB07. There are more than 80 training packages covering a diverse range of industries.

All endorsed competencies have a national code that may be used to find that competency at training.gov.au (TGA), the database on Vocational Education and Training in Australia. TGA is the official national register of information on training packages, qualifications, courses, units of competency and registered training organisations.

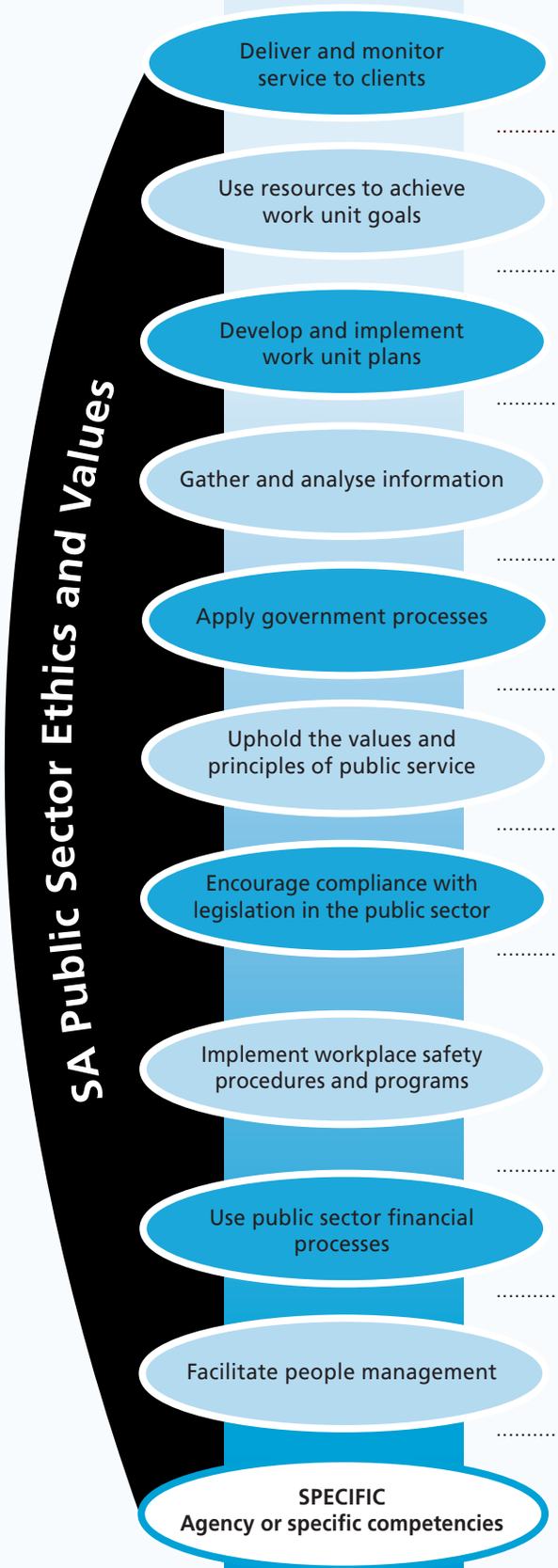
To view the public sector competencies on the training.gov.au website, use the quick search function at the bottom of the home page. In the nationally recognised training search field, type in PSTP or PSP04. Select the public sector link and the website will display the training package details including training package components, skills sets and units of competency.

More information on the PSTP can be found on the training.gov.au website.

Both the **core** and **common** competencies of the First Line Manager Competency Framework can be found on the above website. You may also find additional competencies relevant to your particular job role in other training packages.

Core first line manager competencies for the SA Public Sector

***Core** first line manager competencies*



- *Identify and define client needs*
- *Deliver client service*
- *Monitor and improve client service and delivery*
- *Review client service*

- *Acquire and apply available resources*
- *Monitor and report on resource usage*
- *Maintain resources*

- *Participate in planning activities*
- *Prepare individual work plans*
- *Implement and evaluate work plans*

- *Identify and collect information*
- *Analyse and interpret information*
- *Develop and apply workplace solutions*
- *Present information*
- *Maintain information*

- *Apply information relating to the machinery of government*
- *Apply knowledge of organisation functions*
- *Apply knowledge of protocols*

- *Contribute to an ethical public sector workplace*
- *Participate in ethical decision making*

- *Assist others to comply with legislative requirements*
- *Act on non-compliance*

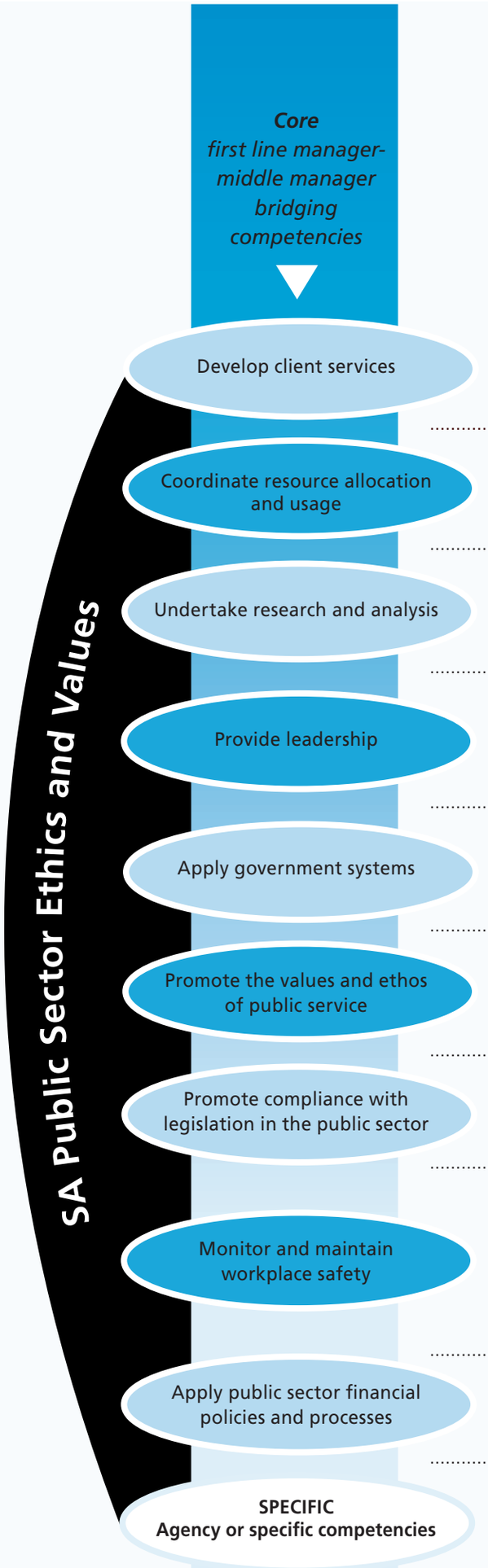
- *Provide workplace safety information to the workgroup*
- *Implement and monitor participative arrangements for workplace safety*
- *Identify hazards and assess risks*
- *Implement and report on procedures for controlling risks*
- *Implement procedures for dealing with hazardous events*
- *Implement procedures for dealing with workplace safety training*
- *Implement procedures for maintaining workplace safety records*

- *Identify public sector financial requirements*
- *Implement public sector financial requirements*

- *Participate in team planning*
- *Develop team commitment and cooperation*
- *Manage and develop team performance*
- *Participate in and facilitate the work team*

- **Any number of competencies that are required by first line managers in their particular agency or division**

Core first line manager competencies for the SA Public Sector



- *Analyse client needs*
- *Review client service*
- *Promote client service*
- *Develop and enhance client service*

- *Allocate available resources to achieve results*
- *Monitor and evaluate resource usage*
- *Report on resource usage*

- *Identify and undertake research*
- *Analyse information and apply the results of analysis*
- *Maintain information systems*
- *Compile reports from information systems*

- *Facilitate commitment to objectives and required standard*
- *Contribute to the development of a cooperative, high performing workgroup*
- *Give and receive feedback on performance*
- *Support and participate in development activities*
- *Provide leadership, direction and guidance in the workgroup*

- *Apply knowledge of organisational linkages*
- *Apply knowledge of inter-governmental linkages*
- *Apply knowledge of political context*

- *Promote ethical standards*
- *Assist staff to avoid conflicts of interest*
- *Model and foster integrity of conduct*

- *Model and encourage compliance with legislative requirements*
- *Monitor compliance with legislative requirements*

- *Monitor the provision of workplace safety information*
- *Monitor and maintain participative arrangements for workplace safety*
- *Review procedures for identifying hazards and assessing risks*
- *Monitor and continuously improve procedures for controlling risks*
- *Monitor and maintain procedures for dealing with hazardous events*
- *Monitor and maintain procedures for providing workplace safety training*
- *Monitor procedures for maintaining workplace safety records*

- *Identify public sector requirements for financial management*
- *Implement public sector financial management requirements*

- **Any number of competencies that are required by first line managers in their particular agency or division**

How the First Line Manager Competency Framework translates into a qualification

CERTIFICATE IV IN GOVERNMENT

This qualification is composed of seven required units and eight elective units.

Required units

Code	Unit	In the First Line Manager Competency Framework?
PSPETHC401A	Uphold the support the values and principles of public service	Yes
PSPGOV402B	Deliver and monitor service to clients	Yes
PSPGOV408A	Value diversity	No, but appears in 'Common' list
PSPGOV412A	Use advanced workplace communication strategies	No
PSPGOV422A	Apply government processes	Yes
PSPLEGN401A	Encourage compliance with legislation in the public sector	Yes
PSPPOL404A	Support policy implementation	No

Enforced elective unit

Code	Unit	In the First Line Manager Competency Framework?
PSPOHS401B	Implement workplace safety procedures and programs	Yes

Elective units

Code	Unit	In the First Line Manager Competency Framework?
PSPGOV403B	Use resources to achieve work unit goals	Yes
PSPGOV404B	Develop and implement work unit plans	Yes
PSPGOV406B	Gather and analyse information	Yes
PSPFIN401A	Use public sector financial processes	Yes
PSPMNGT603B	Facilitate people management	Yes
	< your choice, in relation to your work needs >	Suggested selection from 'Common' list
	< your choice, in relation to your work needs >	Suggested selection from 'Common' list

If you complete the 10 units of the First Line Manager Competency Framework, you will have five additional units to complete to meet the requirements of the Certificate IV in Government qualification. Of these five, you must undertake:

- PSPGOV408A Value diversity
- PSPGOV412A Use advanced workplace communication strategies
- PSPPOL404A Support policy implementation.

You also have the opportunity to select two elective units from Certificate IV level or higher. These units should relate to your job or future development needs, and can be taken from any nationally accredited training package. Use your performance management discussion with your manager to identify possible units.

How the First Line Manager Bridging Competency Framework translates into a qualification

At the bridging level between first line and middle management, learners have the opportunity to translate the competency framework units into one of two qualifications: the Diploma of Government, or the Diploma of Government (Management).

DIPLOMA OF GOVERNMENT

This qualification is composed of six required units and five elective units.

Required units

Code	Unit	In the First Line Manager Competency Framework?
PSPETHC501B	Promote the values and principles of public service	Yes
PSPGOV504B	Undertake research and analysis	Yes
PSPGOV505A	Promote diversity	No, but appears in 'Common' list
PSPGOV512A	Use complex workplace communication strategies	No, but appears in 'Common' list
PSPLEGN501B	Promote compliance with legislation in the public sector	Yes
PSPOHS501A	Monitor and maintain workplace safety	Yes

Elective units

Code	Unit	In the First Line Manager Competency Framework?
PSPGOV502B	Develop client service	Yes
PSPGOV503B	Coordinate resource allocation and usage	Yes
PSPGOV511A	Provide leadership	Yes
PSPGOV515A	Develop and use political nous	Yes
PSPFIN501A	Apply public sector financial policies and processes	Yes

If you complete the nine units of the First Line Manager Bridging Competency Framework, you will have two additional units to complete to meet the requirements of the Diploma of Government qualification. The two units you must undertake are:

- PSPGOV505A Promote diversity
- PSPGOV512A Use complex workplace communication strategies.

Both of these units appear in the **common** list of the First Line Manager Bridging Competency Framework.

How the First Line Manager Bridging Competency Framework translates into a qualification

DIPLOMA OF GOVERNMENT (Management)

This qualification is composed of seven required units and four elective units.

Required units

Code	Unit	In the First Line Manager Competency Framework?
PSPETHC501B	Promote the values and principles of public service	Yes
PSPGOV502B	Develop client service	Yes
PSPGOV505A	Promote diversity	No, but appears in 'Common' list
PSPGOV512A	Use complex workplace communication strategies	No, but appears in 'Common' list
PSPLEGN501B	Promote compliance with legislation in the public sector	Yes
PSPOHS501A	Monitor and maintain workplace safety	Yes
PSPGOV519A	Manage performance	No, but appears in 'Common' list

Elective units

Code	Unit	In the First Line Manager Competency Framework?
PSPGOV511A	Provide leadership	Yes
PSPGOV515A	Develop and use political nous	Yes
PSPFIN501A	Apply public sector financial policies and processes	Yes
PSPGOV503B*	Coordinate resource allocation and usage **OR**	Yes
PSPGOV504B*	Undertake research and analysis	Yes

*select one of these two options as your fourth elective.

If you complete the nine units of the First Line Manager Bridging Competency Framework, you will have three additional units to complete to meet the requirements of the Diploma of Government (Management) qualification. The three units you must undertake are:

- PSPGOV505A Promote diversity
- PSPGOV512A Use complex workplace communication strategies
- PSPPOL519A Manage performance.

All three of these units appear in the **common** list of the First Line Manager Bridging Competency Framework.

If you would like further information, please contact:

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