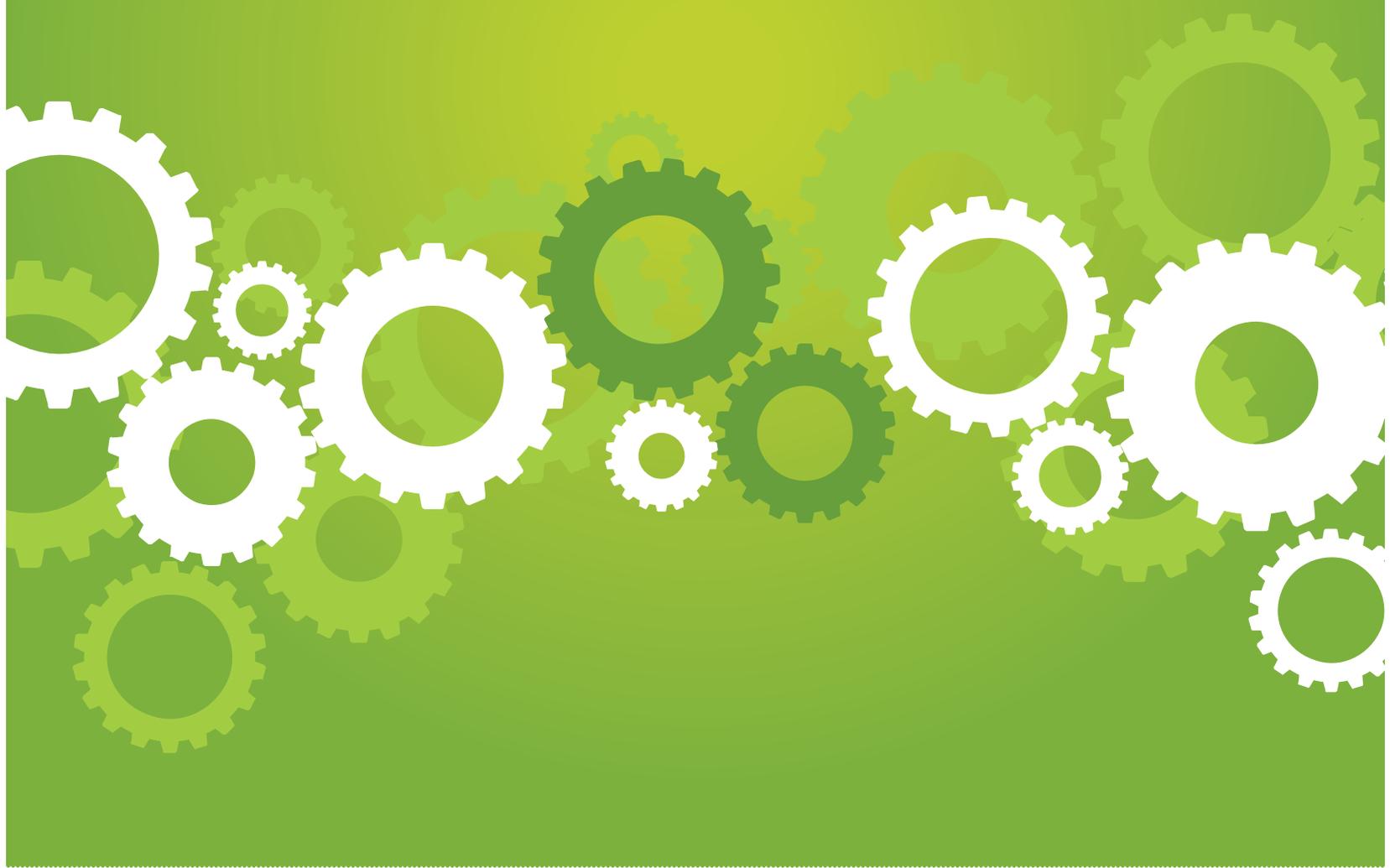


# **MIDDLE MANAGER**

## Competency Framework

Middle Manager Competencies for the SA Public Sector





# Middle Manager Competencies for the SA Public Sector

## What is the purpose of the Middle Manager Competency Framework?

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

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

The **core** competencies identified in the framework are relevant to all middle 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 middle managers in the SA Public Sector, but may not be essential in every case.

A middle manager can be defined as someone who is responsible for managing projects or programs, which may or may not involve managing people. They may work with teams as project managers or service delivery managers, or work independently as technical experts such as senior policy officers or scientists.

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.

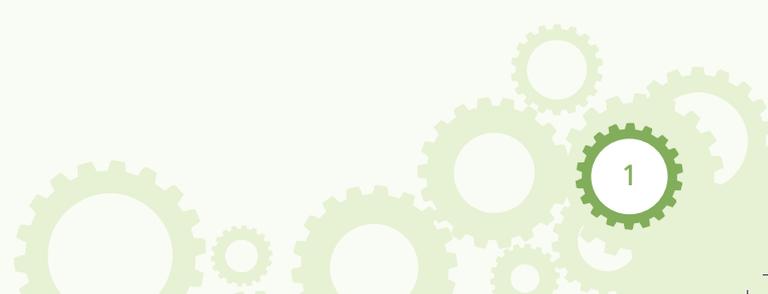
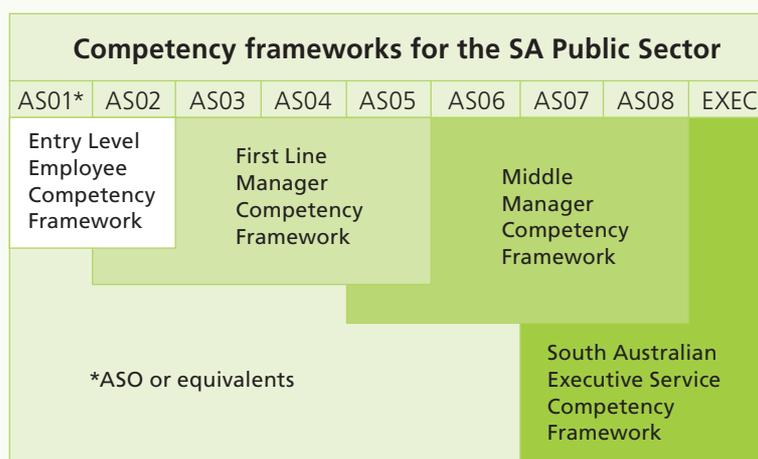
Before deciding on which competency framework to use for any purpose, it is best to look at the elements of the competencies and compare these with your current duties and decide what suits best.

For example, if you are a middle manager operating at the ASO5 or ASO6 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 senior management roles.

If you are currently working as an ASO7 or ASO8, you should already possess many of these competencies. This material can provide a useful base for refining your abilities. If, having examined the competencies, you realise that you can fulfill all of the requirements, we suggest using the South Australian Executive Service Competency Framework as a base for further personal and professional development.

Similarly, if you are currently below ASO5 level and aspire to a middle management role, you may choose to use the 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.



# Middle 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.

<b>Unit of competency:</b>	The name of the competency. Describes the overall outcome of the competency.
<b>Elements:</b>	Each unit is subdivided into a number of elements. Each element describes a more specific outcome.
<b>Performance criteria:</b>	These statements specify the level to which the job must be performed. They focus on the evidence required to prove competence.
<b>Range of variables:</b>	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.
<b>Evidence guide:</b>	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.

# Middle Manager Competencies for the SA Public Sector

## ***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:

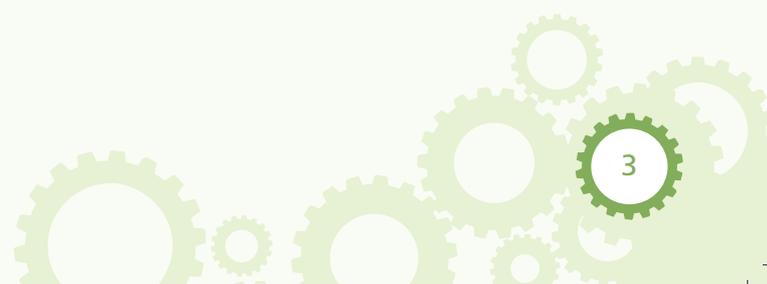
- better understand job roles
- recognise and identify current skills, knowledge and abilities, as well as gaps
- establish career development plans and pathways
- gain nationally recognised qualifications.

## ***The middle manager competencies***

Middle managers in the SA Public Sector operate in an increasingly complex and challenging environment and have multiple accountabilities and roles. Middle managers of today and tomorrow, regardless of their job role, need to be accountable, ethical, manage relationships and resources, and deliver quality outcomes.

The competencies selected for middle 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.



# Middle Manager Competencies for the SA Public Sector

## ***Middle 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.

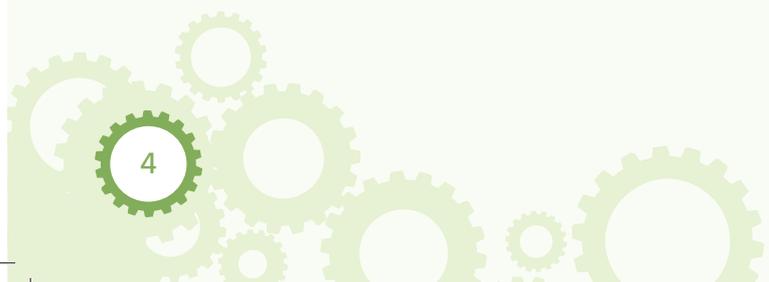
PSPETHC601B	Maintain and enhance confidence in public service
PSPGOV601B	Apply government systems
PSPLEGN601B	Manage compliance with legislation in the public sector
PSPPOL603A	Manage policy implementation
PSPMNGT602B	Manage resources
PSPMNGT606B	Manage quality client service
PSPMNGT615A	Influence workforce effectiveness
PSPGOV602B	Establish and maintain strategic networks
BSBWOR501A	Manage personal work priorities and professional development

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**.

## ***Middle manager common competencies***

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

PSPMNGT609B	Formulate business strategies
PSPGOV504B	Undertake research and analysis
BSBHRM402A	Recruit, select and induct staff
PSPMNGT603B	Facilitate people management
BSBFIM501A	Manage budgets and financial plans
PSPRPC406B	Procure goods and services
PSPMNGT607B	Develop a business case
PSPMNGT608B	Manage risk
BSBMGT608B	Manage innovation and continuous improvement
PSPMNGT701B	Provide strategic direction



## Middle Manager Competencies for the SA Public Sector

### ***Where can I find these competencies?***

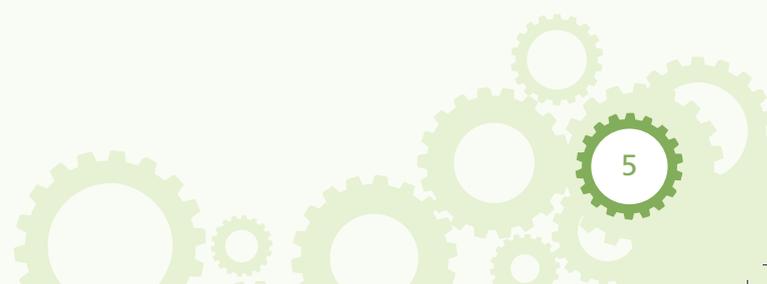
Each training package has a national code. For example, the PSTP code is PSP04 and the BSTP is BSB07. There are more than 80 training packages covering a diverse range of industries.

All endorsed competencies have a national code that may be used to find that competency at [training.gov.au](http://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](http://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 Public Sector Training Package 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](http://training.gov.au) website.

Both the **core** and **common** competencies of the Middle 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 middle manager competencies

Core middle manager competencies & elements

Maintain and enhance confidence in public service

- Provide ethical leadership
- Balance competing public interests
- Establish and monitor processes and practices that encourage integrity

Apply government systems

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

Manage compliance with legislation in the public sector

- Assure legislative compliance
- Interpret legislation relating to public sector work
- Evaluate compliance outcomes

Manage policy implementation

- Interpret and communicate requirements of policy
- Implement policy

Manage resources

- Analyse resource requirements
- Develop resource plans to support achievement of business unit objectives
- Allocate resources to achieve stated business objectives
- Review and report on resource usage

Manage quality client service

- Analyse client needs
- Deliver service which satisfies changing client requirements
- Secure employee commitment to the provision of client service
- Promote client service
- Monitor client services

Influence workforce effectiveness

- Provide leadership to individuals and work teams
- Create a co-operative work environment
- Monitor and respond to workplace emotions
- Motivate the workforce to achieve quality results
- Delegate work to achieve business unit strategic objectives
- Manage up

Establish and maintain strategic networks

- Identify features of required strategic networks
- Identify or establish network links with key stakeholders
- Build strategic relationships

Manage personal work priorities and professional development

- Establish personal work goals
- Set and meet own work priorities
- Develop and maintain professional competence

SPECIFIC Agency or specific competencies

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

# How the Middle Manager Competency Framework translates into a qualification

## ADVANCED DIPLOMA IN GOVERNMENT (Management)

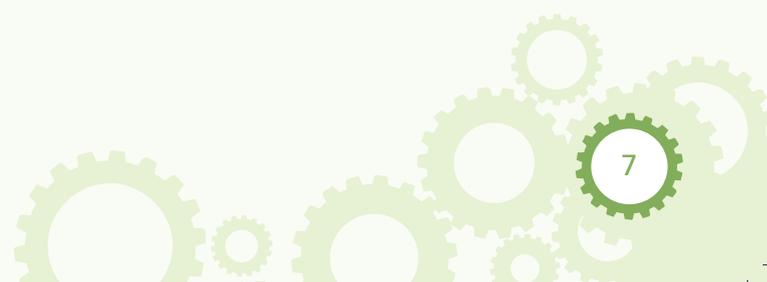
This qualification is composed of seven required units and eight elective units.

### Required units

Code	Unit	In the Middle Manager Competency Framework?
PSPETHC601B	Maintain and enhance confidence in public service	Yes
PSPGOV601B	Apply government systems	Yes
PSPGOV602B	Establish and maintain strategic networks	Yes
PSPLEGN601B	Manage compliance with legislation in the public sector	Yes
PSPMNGT605B	Manage diversity	Not in 'Core' or 'Common' list
PSPOHS602A	Manage workplace safety	Not in 'Core' or 'Common' list
PSPPOL603A	Manage policy implementation	Yes

### Elective units

Code	Unit	In the Middle Manager Competency Framework?
PSPMNGT602B	Manage resources	Yes
PSPMNGT606B	Manage quality client service	Yes
PSPMNGT615A	Influence workforce effectiveness	Yes
BSBWOR501A	Manage personal work priorities and professional development	Yes
	< your choice, in relation to your work needs >	Suggest selection from 'Common' list
	< your choice, in relation to your work needs >	Suggest selection from 'Common' list
	< your choice, in relation to your work needs >	Suggest selection from 'Common' list
	< your choice, in relation to your work needs >	Suggest selection from 'Common' list



## How the Middle Manager Competency Framework translates into a qualification

If you complete the nine units of the Middle Manager Competency Framework, you will have six additional units to complete to meet the requirements of the Advanced Diploma (Management) in Government qualification. Of these six, you must undertake:

- PSPMNGT605B Manage diversity
- PSPOHS602A Manage workplace safety.

You also have the opportunity to select four elective units from Advanced Diploma level. It is suggested that you select units from the **common** competency list of the framework. Alternatively, these units can be taken from any nationally accredited training package, but they should relate to your job or future development needs. Use your performance management discussion with your manager to identify some possible units.

### **If you would like further information, please contact:**

Public Sector Management Division  
Department of the Premier and Cabinet  
Phone 8204 9065

