



*Proposal for a National
Local Government*

**ASPIRING
LEADERS
PARTNERSHIP**

Background Paper

Disclaimer

This discussion paper does not contain a comprehensive list of all the ‘aspiring leaders’ or ‘leadership’ training programs available to people in Australian local government. It does, however, include a number of Australian programs identified after extensive discussions with key local government stakeholders around the country. International examples have been included following suggestions from international colleagues. Absence from inclusion in the sample does not infer any negative opinion of any program.

Acknowledgements

This background research and preparation of this discussion paper was carried out on behalf of ACELG, by Dr Robert Mellor, Program Manager with the UTS Centre for Local Government.

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Section A: Introduction

1. Overview

Local government urgently needs to nurture its next generation of leaders. The Australian Centre of Excellence for Local Government (ACELG) national **Aspiring Leaders Partnership** aims to showcase and network the best available leadership programs from around Australia targeted at aspiring leaders in local government. It is proposed that the Partnership will comprise those organisations and institutions that have a common interest in developing training and learning programs for this particular target group.

The Partnership is **not expected to replace or duplicate existing programs**, but rather to provide **additional** resources and opportunities. The Partnership will work together to identify gaps in current programs, materials and availability, and collaborate to develop responses to address those gaps. ACELG will develop and pilot new program resources that can then be made available to participating training providers around the country.

ACELG has also produced a draft **Aspiring Leaders Framework**, based on extensive conversations with local government colleagues around the country and research and review of existing programs in Australia and Overseas. The ACELG Aspiring Leaders Framework is intended to provide a national framework that incorporates agreed general content, but also allows for a variety of delivery options that are best suited to different locations and contexts. It is designed to be a developmental tool for use by partners to guide and inform the production of targeted programs and resources.

This Background Paper is intended to promote discussion and feedback. It outlines the proposed ACELG Aspiring Leaders Partnership and introduces the draft model of the Aspiring Leaders Framework. It contains a review of some of the work undertaken to date and also some of the programs currently available. It discusses the development of the model Aspiring Leaders Framework. Finally the Paper describes some preliminary initiatives already undertaken by ACELG – the development of the UTS Graduate Certificate in Local Government Leadership, preliminary discussions for a pilot program in WA - and suggests some beneficial next steps that might be taken.

Next Steps and Planned Developments for 2010



- **Distribution of this Background Paper.**
- **On-line forum for feedback and input.**
- **Development and Accreditation of the Graduate Certificate in Local Government Leadership at University of Technology (see www.acelg.org.au). Preliminary design stages at other Universities around the country.**
- **Development, delivery and evaluation of a pilot program in Western Australia (WA) – a collaboration between ACELG, UTS-CLG, LGMA WA, WALGA and Edith Cowan University.**
- **Expressions of Interest for development of pilot programs in other States, and future participation in the ACELG Aspiring Leaders Partnership.**
- **Further discussions re: development of pilot program for remote ‘Top End’ councils – in collaboration with Charles Darwin University.**

Please direct enquiries and feedback to: aspiringleaders@acelg.org.au

2. The Australian Centre of Excellence for Local Government (ACELG)

In 2009 the Australian Government contributed \$8 million in funding for the Australian Centre of Excellence for Local Government. The Centre's mandate is to enhance professionalism and skills in local government, showcase innovation and best practice, and facilitate a better-informed policy debate.

The Centre will:

- Build on existing local government programs and networks
- Encourage innovation and best practice across local government
- Foster good governance and strategic leadership
- Support action to improve local government workforce capability to address skill shortages and attract and retain skilled staff
- Promote new and improved training and development programs and
- Stimulate and inform debate on key issues for local government in coming decades.

ACELG's activities are grouped into six program areas:

- Research and policy foresight
- Innovation and better practice
- Governance and strategic leadership
- Organisation capacity building
- Rural-remote and Indigenous local government
- Workforce development.

The ACELG Program Plan¹ states:

In its early stages, the Centre will develop and deliver two major national programs:

- *A leadership excellence program for senior managers and elected members to be offered through the ANZSOG [Australia New Zealand School of Governance] network in parallel with similar programs offered to federal and state officials*
- *An emerging leaders program to be managed by LGMA and UTS, and networked nationally, that will build on current initiatives such as the Management Challenge, and programs already offered by LGMA State Divisions and Local Government Associations*

It is the second of these programs that has come to be known as the ACELG Aspiring Leaders Partnership.

3. Who are the Aspiring Leaders?

Currently, aspiring leaders are mostly professional local government staff who wish to take on a more senior and broader leadership role in a council, but may also include some elected members who wish to systematically improve their knowledge and skills as the basis for future leadership positions. They may be men or women and of any age. They are variously referred in the literature and programs as 'emerging leaders', 'future leaders' and 'aspiring leaders'. The ACELG Partnership simply uses the label 'Aspiring Leaders' to recognise their self-motivation and desire for advancement.

¹ ACELG, 2009

4. Background and Review

A preliminary training review² has highlighted the complex and fragmented local government training environment in Australia. Managers and elected members acquire training from a variety of sources: professional associations, local government associations, government authorities, TAFE and universities, private providers, as well as councils (or regional organisations) themselves. Around the country there is a wide range of differing options, achieving success in a variety of ways – but also there are clear gaps in availability and little in the way of national consistency. This is particularly true in the area of systematic training and development for aspiring leaders.

In Victoria, for example, LGPro has been running a successful ‘Emerging Leaders Program’ for a number of years, as well as the ‘Ignite’ program for new supervisors. The LGMA in Queensland and South Australia also run the Emerging Leaders program with similar content but some modification for local contexts. In Western Australia, the local government association offers a Diploma program for elected members.

However, in other parts of the country such tailored programs do not operate, and aspiring leaders must source a mix of training opportunities as best they can. Issues related to distance, remoteness and lack of resources also affect access to suitable education and training. To date, there has also been a lack of focussed discussion on an agreed national set of professional capabilities for local government leaders. ACELG wishes to generate this discussion, which would inform program options to be included in the Aspiring Leaders Partnership.



Section B: Review of Programs and Frameworks

Frameworks and Programs Reviewed

In preparing this discussion paper and the draft Aspiring Leaders Framework, a number of key local government ‘leadership’ frameworks and programs have been reviewed – both in Australia and internationally. Those selected were chosen to be part of the sample after extensive discussions with local government colleagues in Australia and overseas. They are programs that are targeted at those people who may be considered ‘aspiring leaders’. The sample does not attempt in any way to be exhaustive – rather it is representative of current approaches to local government leadership training. Some have been designated ‘Management’ programs but have content related to ‘Leadership’. However, the key elements of all these examples provide useful points for further discussion

Australian Local Government – a sample of ‘Aspiring Leaders’ Programs and Frameworks

- The LGPro ‘Emerging Leaders’ Program
- The LGPro ‘Ignite’ Program
- The Municipal Association of Victoria - ‘Graduate Diploma of Management (Leadership Governance and Strategy)’.

² ACELG 2009, *National Training Review*

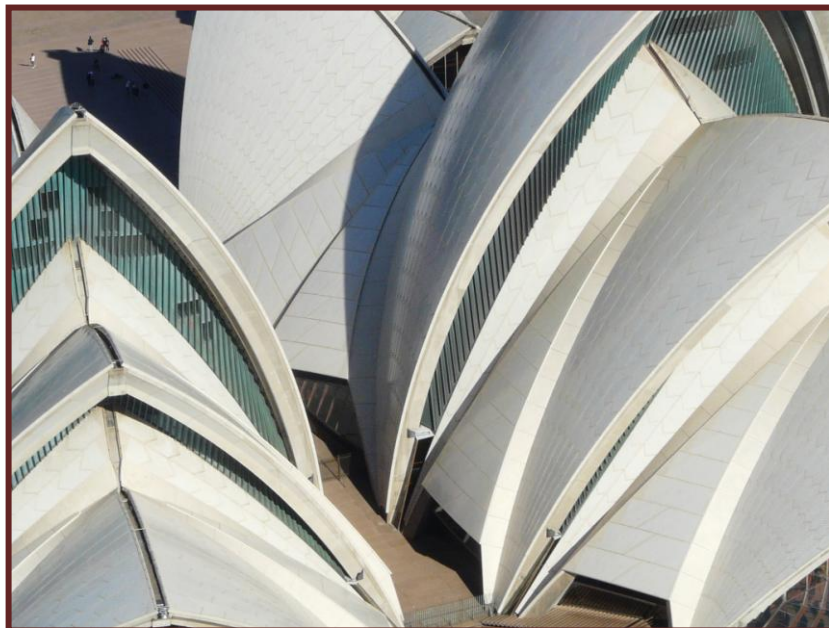
- The Western Australian Local Government Association – ‘Diploma of Local Government (Elected Member)’.
- The LOCAL Government Training Institute – ‘Vocational Graduate Certificate in Local Government Management’.
- The Institute of Public Works Engineering (QLD) ‘Leadership in Practice’ program.
- The NSW Local Government & Shires Associations -‘Springboard’ program.
- The NSW Local Government Managers Australia (NSW) –‘Diploma of Government’ program.
- The Local Government Association of Queensland - ‘Leadership Skills’ program
- The Local Government Training Package.
- The Local Government Managers Australia (SA) - ‘Local Government Executive Leadership Competency Framework’.
- The University of Technology, Sydney-Centre for Local Government -LG ‘Professional Capabilities Framework (PCF)’.

International Local Government – some relevant ‘Aspiring Leaders’ Programs and Frameworks

- The Local Government Improvement and Development (UK) - ‘Political and Managerial Leadership Competencies’
- The UK Improvement and Development Agency (I&DeA) – Emerging Leadership Handbook
- The UK Society of Local Government Chief Executives (SOLACE) - ‘Aspiring Future Public Sector Leaders’ program
- The UK Improvement and Development Agency (I&DeA) – ‘Future Leadership Program’.
- The USA International City/County Management Association (ICMA) – ‘Emerging Leaders Development Program’.
- The USA International City/County Management Association(ICMA) – ‘Leadership ICMA’ Program

Features of the Programs and Frameworks Reviewed

1. OVERVIEW OF THE PROVIDER/ORGANISATION
2. TYPE OF PROGRAM OR FRAMEWORK (e.g. professional development course, university/college course, whether or not accredited, nationally-accepted framework, government and/or industry endorsed etc)
3. STRUCTURE OF THE PROGRAM (length, scheduling, learning modalities etc)
4. KEY ELEMENTS OF THE PROGRAM OR FRAMEWORK CONTENT
5. COMMENTS
6. CONTACTS FOR FURTHER DETAILS



1. Australian Local Government ‘Aspiring Leaders’ Programs and Frameworks

The following pages contain a review of a variety of programs aimed at local government personnel that may be considered part of the ‘aspiring leaders’ target group. The list is not exhaustive and is offered for illustrative purposes only.

There is also a review of three Australian framework models that have important key elements that would inform the development of an Aspiring Leaders Framework.

LGPro – ‘Emerging Leaders Program’.

Overview of Provider

LGPro is the peak body for local government professionals in Victoria. In addition, they are also the Victorian Division of Local Government Managers Australia (LGMA) and the Victorian Association of the Local Government Community Services Association of Australia (LGCSAA).

Type of Program

This is a professional development program that lasts 1 year. The program is a mixture of seminars, workshops, site visits, discussions and debates conducted over a year. Participants attend an initial welcome session and then a 2-day (residential) introductory forum. This is followed by an additional 8 “hands-on participative” sessions. Sessions are presented by: expert facilitators, alumni and expert practitioners. Participants are also supported by a nominated mentor throughout the year. Participants are required to complete a group project (development and presentation of a project report) which is presented at the LGPro Annual Conference

Whilst the program itself is not formally accredited by an academic institution, successful graduates are eligible for advanced standing against 1 elective in some RMIT graduate programs.

Key Elements of the Program

According to the LGPro 2010 Emerging Leaders Program (ELP) Outline...

The [Introductory] forum includes both individual and group work and practical applications covering the following topics:

- *Contemporary leadership styles*
- *Understanding yourself as a leader*
- *Understanding and working with others*
- *Managing your own development*
- *Future directions*
- *Action planning, goal setting and motivation*

The topics for the ELP participative sessions are:

- *Mentoring and Coaching*
- *Local Government - the Political Context*
- *Leading and Communicating*
- *Community Engagement*
- *Exposure to Local Government – Metropolitan Perspective*
- *Exposure to Local Government – Rural Perspective*

(LGPro, 2010)

Comments

This program has been running very successfully in Victoria for a number of years. The LGMA State divisions are running it with almost identical content and format in South Australia and Queensland (in Queensland it is known as the ‘Propeller’ Program).

Contacts:

www.lgpro.com

email: tonym@lgpro.com

See also: www.lgmasa.org.au

and www.lgmaqld.org.au

LGPro – ‘Ignite’ program

Overview of Provider

LGPro is the peak body for local government professionals in Victoria. In addition, it is also the Victorian Division of Local Government Managers Australia (LGMA) and the Victorian Association of the Local Government Community Services Association of Australia (LGCSAA).

Type of Program

This is a professional development program that lasts for 3-4 months. The program is aimed at “...new supervisors, team leaders and coordinators...”. The ‘Ignite’ brochure describes the learning program as a combination of: a ‘Residential Immersion Experience’ (2-days) a series of workshops (3 days), individual coaching sessions, ‘Scenario Practice’ and active involvement from managers. Sessions are presented by professional facilitators. Participants are also supported by a coach and their workplace Supervisor or Manager.

Key Elements of the Program

According to the LGPro 2010 Ignite Program brochure, the 5 full-day workshops cover:

Me and My Environment

- *Transition from team to team leader*
- *Understanding management & behavioural styles*
- *The head, heart & intuition in managing self & others*
- *Leading & influencing*
- *Power & rank in the workplace*
- *Managing highs and lows*
- *Understanding teams*
- *Communicating effectively*
- *Making sustainable decisions*
- *Interpreting team dynamics*
- *Defining vision*
- *Understanding workplace culture*
- *Values with the organisation*
- *Creating partnerships & engaging key stakeholders* (LGPro, 2010)

Coaching and Your Team

- *Communicating wants and needs*
- *Objective setting*
- *Core principles of coaching*
- *Business critical skills*
- *Active listening*
- *Understanding & interpreting group behaviour*
- *Applying the GROW Model*
- *Dealing with difficult situations*
- *Performance management*
- *Giving & receiving feedback*
- *Encouraging success*
- *Evaluating self performance*

The Way Forward

- *Action learning project deliverable*
- *Goal setting for inspired performance*
- *Measuring success*
- *The way forward*
- *Reflection on Learning*

Comments

This program has been running very successfully in Victoria for a number of years. The South Australia LGMA State division is running it with almost identical content and format. In South Australia they have added an additional day in which participants can complete assessment tasks and therefore gain accreditation for five units of the certificate IV in Frontline management – a nationally recognised qualification in the VET sector.

Contacts:

www.lgpro.com

phone: (03) 9686 3833

See also: www.lgmasa.org.au

Municipal Association of Victoria (MAV) – ‘Graduate Diploma of Management: Leadership, Governance and Strategy’.

Overview of Provider

The MAV is the “...peak representative and advocacy body for Victoria's 79 councils”. It can be described by the generic term as a ‘Local Government Association’ but also provides training, learning and education services to local government professional staff and councillors.

Type of Program

This is a Graduate Diploma Degree program offered in conjunction with Swinburne University of Technology. The program is only available to employees and councillors of MAV member councils. The program is delivered through workshop, seminars and classes. It typically takes 2.5 years of part-time study. Participants need to have completed an undergraduate degree.

Key Elements of the Program

According to the program plan, the course contains the following units of study:

- *Leading*
- *Strategic and Entrepreneurial Marketing*
- *Business Strategy*
- *Foresight in Organisations*
- *Leadership for Entrepreneurship and Innovation*
- *Corporate Strategies and Entrepreneurship*
- *Governance and Corporate Leadership*
- *Negotiation and strategic Relationships*

(MAV, 2010)

Comments

At the time of writing the program has been developed and accredited, but the first intake of cohorts has yet to occur.

Contacts:

www.mav.asn.au

phone: +61 3 9667 5555

Western Australian Local Government Association (WALGA) – ‘Diploma in Local Government (Elected Member)’.

Overview of Provider

WALGA “...advocates on behalf of the State's 141 Local Governments and negotiates service agreements for the sector”. It can be described by the generic term as a ‘Local Government Association’ but also provides training, learning and education services to local government professional staff and councillors.

Type of Program

This is an accredited Diploma, recognised under the VET system and developed using the Local Government Training Package (LGA04) and the Business Services Training Package (BS B07).

The program can be completed in blocks. Progression can be at a self-determined pace, with participants working at a pace to fit in with their work and/or councillor schedules and other commitments. Also, there is the potential for participants to undertake the program in a 10-day block offering, conducted during the course of the WA Local Government Convention.

The program is a mixture of presentations, workshops, workplace activities projects and assessment activities. Presentations are made by expert facilitators. After completion of each block, participants work with a mentor to gather the evidence to complete their assessment.

Key Elements of the Program

The WALGA Diploma in Local Government (Elected Member) Program has the following content:

Governance & Leadership

- *Councillor roles and Responsibilities*
- *Ethics & Conduct of an Elected member*

Integrated Planning & Financial Planning

- *Strategic Planning*
- *Financial Reports and Budgets*

Policy & Management Processes

- *Change Management*
- *Policy Development*

Land & Asset Management

- *Land Use Planning*
- *Sustainable Asset Management for Elected Members in Local Government*

Relationship Management

- *CEO Performance Appraisals*
- *Manage Conflict*

(WALGA, 2010)

Comments

This program is an innovative response to the need for structured, systematic and fully-accredited training for elected representatives (Councillors). It provides much of the practical skills and knowledge required by Councillors to perform their functions at a high level of expertise. Due to the fact that WALGA has successfully developed and accredited the program within the VET system, it is therefore a nationally-recognised qualification with pathways to other educational qualifications.

Contacts:

www.walga.asna.au

email: training@walga.asn.au

See also: www.workplacesolutions.asn.au/training/elected_member_development

Local Government Training Institute (LGTI) – ‘Vocational Graduate Certificate in Local Government Management’.

Overview of Provider

The Local Government Training Institute (LGTI) is a Registered Training Organisation and Division of Hunter Councils Inc., a not for profit organisation owned and operated by the 12 member councils of the Hunter Region of NSW.

Type of Program

This is a program designed and developed under the VET system. It is the highest qualification from the Local Government Training package (LGAO4). The course is delivered by distance, with participants working through materials at their own pace. Additional coaching is available from LGTI staff. The course is self-directed but would normally take 12 months to complete. Due to the fact that LGTI has developed and accredited the program within the VET system, it is a nationally-recognised qualification with pathways to other educational qualifications

Key Elements of the Program

According to the LGTI Program Outline, participants must complete 4 Units from the following choices:

- *Govern Councils*
- *Manage the human resources process in Local Government*
- *Lead and develop local government staff*
- *Lead the strategic planning process for local government*
- *Manage and improve the organisation’s processes*
- *Develop risk management systems*
- *Use financial and economic information for strategic decision –making*
- *Develop, lead and build community capacity*
- *Build business opportunities and community initiatives*
- *Manage contracts and contractors*
- *Manage complex projects*
- *Develop and manage asset management plans.*

(LGTI, 2010)

Comments

This program has just been developed and advertised. Whilst it is, strictly speaking, a ‘management’ course, much of the content also crosses over into what might reasonably be considered ‘leadership’. It provides much of the practical skills and knowledge required by aspiring leaders to perform their functions in a professional manner.

Contacts:

www.lgti.com.au

email: <mailto:reception@lgti.com.au>

Institute of Public Works Engineering QLD (IPWEAQ) – ‘Leadership in Practice’ programs (LIP123 and LIP456)

Overview of Provider

IPWEAQ represents persons involved in and managing, maintaining and operating local government and public works infrastructure and services to the community. Their members include those working in the areas of roads, bridges, asset management, water supply and sewerage, stormwater systems, airports, cemeteries, parks and gardens, and coastal and harbour facilities.

Type of Program

These two, 2-day workshops, when combined, make up the 4-day leadership in practice program. This is a professional development course. The program is delivered in a workshop style by an expert facilitator. There is also follow-up with participants to ensure that learning outcomes are being transferred to the workplace.

Key Elements of the Program

According to the published brochure for the 2010 IPWEAQ ‘Leadership in Practice Program, topics in the program include:

- *Communication, culture and change*
- *Culture – it’s what keeps people coming to work*
- *Change – it’s inevitable*
- *Leadership in the workplace*
- *Achieving through effective decision-making, problem-solving and empowerment*
- *Effective delegation and empowerment*
- *Negotiation and its role in the delivery of quality service*
- *Leading teams to provide quality service*
- *Manage quality customer service*
- *Maintaining workplace relationships*
- *The art of effective writing and presentations*

(IPWEAQ, 2010)

Comments

This program is part of the IPWEAQ leadership development program. There is a similar but abbreviated (2-day) program for Supervisors.

Contacts

www.ipwea.org.au/qld

Email: cwarne@ipweaq.asn.au

The NSW Local Government and Shires Associations (LGS&A)- ‘Springboard’ program.

Overview of Provider

Together, the Local Government Association of NSW (LGA) and the Shires Association of NSW represent 152 general purpose councils as well as about 13 special purpose councils. The NSW LGS&A can be described by the generic term as a ‘Local Government Association’ but also provides training, learning and education services to local government professional staff and councillors through its ‘Learning Solutions’ unit.

Type of Program

The Springboard program is a professional development course for women working in local government, and who aspire to (but do not yet hold) management positions. It consists of 4 days of workshops delivered by expert facilitators with ‘high profile’ guest speakers. There is also a concurrent mentoring program.

Key Elements of the Program

According to the published brochure for the 2010 LGS&A ‘Springboard’ Program, topics include:

Introduction to Program

- *Assessing Potential*
- *Managing Time*
- *Dealing with Change*
- *How people get promoted*
- *Finding support*
- *Goal Setting and Action plans*

Knowing Yourself

- *Building Emotional Capability*
- *The luck challenge*
- *Setting priorities and goals*
- *Optimism and positive perspectives*

Asserting Yourself More Effectively

- *Communication Skills*
- *Active Listening*
- *Body language*
- *The Assertive You— Not the Aggressive You*

Where Do We Go From Here?

- *Stress Management*
- *Career review and assessment*
- *Positioning for career growth*

(LGS&A, 2010)

Comments

This program links to other Local Government Learning Solutions workshops including: Resume Writing and Interviewing Skills, Handling Difficult People, Conflict Resolution and The Proactive PA

Contacts

www.lgsa.org.au/Learning

Email: learning@lgsa.org.au

The Local Government Managers Australia NSW (LGMA NSW) – ‘Diploma of Government’ program.

Overview of Provider

Local Government Managers Australia is the leading Professional Association representing Managers and Aspiring Managers in Australia and Asia/Pacific. LGMA NSW is part of a federation making up the National Organisation and it is an independent body representing over 750 members in NSW.

Type of Program

This is a program developed and delivered under the VET system. Graduates receive a nationally-recognised qualification. The program is delivered in two options – either 8 one-day workshops or through a single 5-day residential workshop. Workshops are delivered by expert facilitators (‘Pracademics’). Participants must complete a number of workplace projects to complete their assessment process. At the present time a pathway exists between this program and graduate programs at the University of Technology, Sydney

Key Elements of the Program

According to the published brochure for the 2010 program, topics include:

- *Promote the values and ethos of public service*
- *Promote compliance with legislation in the public sector*
- *Promote diversity*
- *Facilitate Safe Work Environments*
- *Communication Strategies*
- *Manage Conflict*
- *Undertake Research and analysis*
- *Leading in the Public Sector*
- *Facilitate Change*

(LGMA NSW, 2010)

Comments

This program is provided for LGMA NSW by the Australian Institute of Management (AIM) NSW. As such it currently is heavily subsidised through the NSW Productivity Places Program

Contacts

www.lgmansw.com.au Email: lgmansw@lgma.com.au

The Local Government Association of Queensland (LGAQ) – ‘Leadership Skills’ program.

Overview of Provider

The Local Government Association of Queensland (LGAQ) describes itself as: “... the peak body and official voice of Queensland councils [that] has been representing and supporting Queensland local government. The LGAQ can be described by the generic term as a ‘Local Government Association’ but also provides training, learning and education services to local government professional staff and councillors through their ‘Learning and Development Services’ unit.

Type of Program

This is a professional development program that is offered on a ‘custom-made’ basis to local councils in Queensland. It can be tailored and specific context to meet the needs of a specific council or group of councils. The program is delivered in face-to-face workshops that are delivered by expert facilitators.

Key Elements of the Program

The LGAQ website offers the following information regarding the outline of the program:

- *This program enables staff to identify the elements of leadership, leadership styles and what can be done to encourage individuals to work towards their combined work goals.*
- **Content**
 - *Effective leadership skills*
 - *Leadership theories, skills and styles*
 - *Effective management*
- **Why attend?**
 - *Increased awareness of effective leadership skills*
 - *Knowledge of different leadership theories and styles*
 - *Development of skills to effectively manage people*

(LGAQ, 2010)

Comments

Further information can be obtained by contacting LGAQ

Contacts

www.lgaq.asn.au Email: training@lgaq.asn.au

Commonwealth Department of Employment, Education & Workplace Relations and Government Skills Australia – ‘The Australian Local Government Training Package (LGA04)’.

Overview of Provider

Government Skills Australia (GSA) is a National Industry Skills Council for the government and community safety sectors representing the Vocational Education and Training (VET) and workforce interests of Correctional Services, Local Government, Public Safety, Public Sector and Water.

Industry Skills Councils (ISCs) are independent, not-for-profit companies established and funded by the Australian Government. ISCs:

- use industry intelligence to advise business and government on workforce development and skill needs Australia-wide
- actively support the development and implementation of quality skills training arrangements and related services
- provide independent skills and training advice to businesses, including matching identified skills needs with appropriate training solutions
- promote the benefits of skills development and training to industry enterprises, employers and employees.

Type of Framework

The Australian Local Government Training Package (LGA04) is a nationally-recognised framework that describes the competencies (applied skills and knowledge used in the workplace) that would be used by workers in local government. Registered Training Organisations (RTOs)- including TAFE colleges, some Universities, private businesses and other institutions- use the package to develop and deliver accredited training .

Key Elements of the Training Package

There are over 200 Units of Competency covering a variety of positions in local government in the Package.

Those most relating to Leadership are:

- *LGAGCM701A Govern councils*
- *LGAGCM702A Manage the human resources process in local government*
- *LGAGCM703A Lead and develop local government staff*
- *LGAGCM704A Lead the strategic planning process for local government*
- *LGAGCM705A Manage and improve the organisation’s processes*
- *LGAGCM706A Develop risk management systems*
- *LGAGCM707A Use financial and economic information for strategic decision making*
- *LGAGCM708A Develop, lead and build community capacity*
- *LGAGCM709A Build business opportunities and community initiatives*

- *LGAGCM710A Manage contracts and contractors*
- *LGAGCM711A Manage complex projects*
- *LGAGCM712A Develop and manage an asset management plan .*

Comments

This Training Package is used across the country to guide the development of training programs and provide a framework for their accreditation under the VET system.

Contacts

<http://www.governmentskills.com.au/>

The LGMA (South Australia) – ‘Local Government Executive Leadership Competency Framework’.

Overview of Provider

Local Government Managers Australia, SA is “...the Association representing professionals working in local government in South Australia. [They] deliver high quality professional development, award and acknowledge achievements of excellence and provide opportunities to share information and knowledge and to gain collegiate support”. (LGMASA, 2010)

Type of Framework

The Framework was developed by LGMA SA in 2005, in conjunction with the Local Government Association of South Australia. LGMA SA recognises that this is not a nationally-accredited framework, but developed it in response to research in local government that showed a high demand for a framework similar to the South Australian Public Sector Executive Leadership Competency framework. It recommends its use for “...recruitment, selection and performance review [and] to guide executives in their career and professional development” (LGMASA, 2005)

Key Elements of the Program

There are six Core Executive Leadership Competencies:

- *Creates Vision and Gives Direction*
- *Develops People*
- *Manages Resources and Risk*
- *Promotes and Achieves Quality outcomes*
- *Understands Relationships*
- *Manages and Develops Self.*

(LGMA SA, 2005)

Comments

The Competencies are used in conjunction with descriptions of underpinning knowledge and the suggestion that more job-specific competencies may be required.

Contacts

www.lgmasa.org.au

see:

http://www.lga.sa.gov.au/webdata/resources/files/Final_LG_Exec_Leadership_Compencies_Manual.pdf

The UTS Centre for Local Government (UTS-CLG) – ‘Professional Capabilities Framework (PCF)’.

Overview of Provider

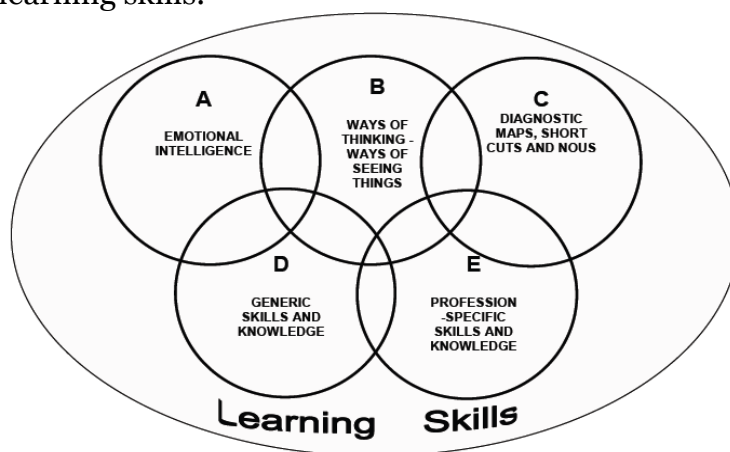
The UTS Centre for Local Government is an autonomous unit within the University of Technology, Sydney. It was established in 1991 and is now the largest centre of its kind in Australia. The Centre's activities are diverse and include: professional development programs for local government personnel and associated professionals, a Graduate Diploma in Local Government Management, research into various aspects of local government and governance, specialist consultancy services for councils and State and Federal agencies, international programs and projects. The Centre promotes a cooperative approach to local government education, research and development, and maintains close ties with a large number of local government associations, professional institutes and academic bodies in Australia, the Asia-Pacific and globally.

Type of Framework

The PCF was originally developed by Professor Geoff Scott of UTS to track “star” graduates who were performing well in their workplaces. In 2009, Dr. Robert Mellor of UTS-CLG published a revised version based on his research in to ‘innovative’ and ‘leading’ staff in local councils.

Key Elements of the Framework

The PCF consists of five overlapping spheres of professional capabilities within a further context of necessary learning skills.



(Mellor, 2009)

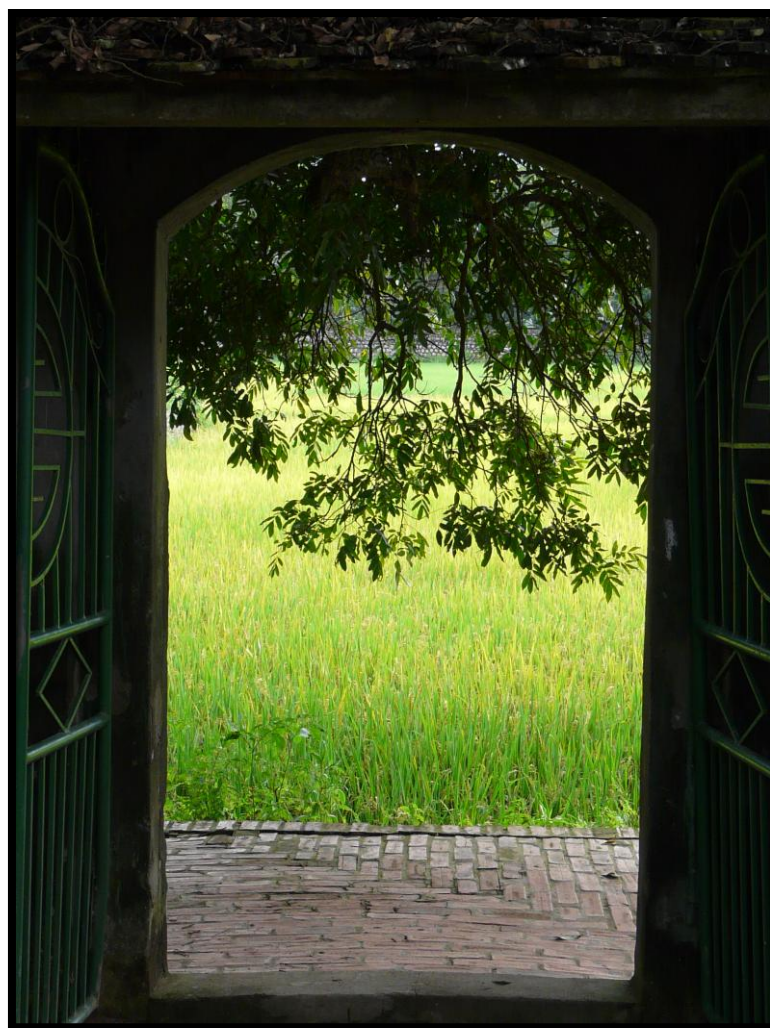
Comments

The PCF has been validated by use with a variety of Australian councils. It has also been used to inform and develop a wide range of local government learning programs in a number of countries.

Contacts Dr Robert Mellor: robert.mellor@uts.edu.au

2. International Local Government ‘Aspiring Leaders’ Programs and Frameworks

There are also a number of international models that provide some useful ideas for this discussion paper. The following pages contain a review of a variety of programs and frameworks also aimed at local government personnel that may be considered part of the ‘aspiring leaders’ target group. The list is not exhaustive and is offered for illustrative purposes only.



Local Government Improvement and Development (UK) and Ashridge Management College – ‘Political and Managerial Leadership Competencies’.

Overview of Provider

LG Improvement and Development (formerly the I&DeA) “...supports improvement and innovation in local government, focusing on the issues that are important to councils and using tried and tested ways of working. [They] work with councils in developing good practice, supporting them in their partnerships. [They] do this through networks, online communities of practice and web resources, and through the support and challenge provided by councillor and officer peers”. Local Government Improvement & Development is part of the Local Government Association ‘family’ of organisations and provides learning and development programs/resources to both councillors and professional staff.

Type of Framework

LG Improvement and Development has partnered with the UK business school Ashridge to provide a learning tool for political and managerial leadership. Through the Ashridge Virtual Learning Resource Centre they provide information and resources on 10 key LG Improvement and Development leadership competencies. The resource contains learning guides, management pocket books, in-depth book reviews, and essays.

Key Elements of the Competency model.

The LG Improvement and Development leadership competencies are:



(I&DEA, 2010)

Comments

LG Improvement and Development has a number of cooperative leadership initiatives with Ashridge, Bloomsbury Publishing and SOLACE (see later).

Contacts

www.idea.gov.uk/idk/core/page.do?pageId=5221549

The UK Improvement and Development Agency (I&DeA) – ‘Emerging Leadership Handbook’.

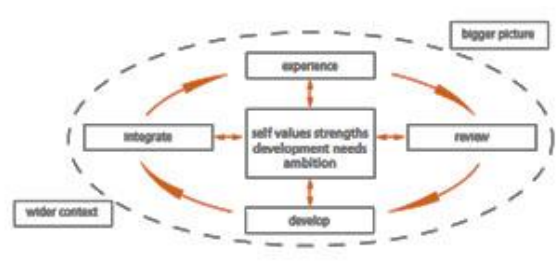
Overview of Provider

The I&DeA (now known as Local Government Improvement and Development) was part of the Local Government Association ‘family’ of organisations and provided learning and development programs/resources to both Councillors and professional staff.

Type of Resource

The I&DeA Emerging Leaders Handbook is a self-directed learning resource. I&DeA has the following to say: This book is a desktop coach. It provides ideas– based on evidence – to help you assess your current situation and then review and reflect to enable better outcomes in the future (2009)

Key Elements of the Leadership Model in the Handbook.



1. managing self

- *Appraising yourself; looking at your values and how your personality influences your work; focusing on how you are performing within your immediate environment; and*
- *creating a personal development plan.*

2. managing others

- *How to develop an effectively focused and functioning team; how you can manage people to maximise their potential; and key issues of managing performance, diversity and change.*

3. managing within the local government context

- *Your role in a wider organisational context;*
- *which key relationships you need to manage; and*
- *how you can be effective in the political setting.*

4. keeping on top of your game

- *How you can keep up-to-date and further develop your role, your career and your team within the context of your organisation.*

(I&DEA, 2009)

Comments

I&DeA (LG Improvement and Development) suggest use of the handbook is combined with relevant training.

Contacts

For a copy of the handbook got to:

www.idea.gov.uk/idk/search/system-search.do?k=leadership+competencies

The UK Society of Local Authority Chief Executives (SOLACE) – ‘Aspiring Future Public Sector Leaders’ Program.

Overview of Provider

SOLACE is the professional association for UK local government CEO’s. SOLACE Enterprises is its business unit that provides consultancy, training and resources.

Type of Program

The SOLACE Enterprises ‘Aspiring Future Public Sector Leaders’ Program is an 8-day workshop-style program. It is delivered by a mix of expert facilitators, presenters and public sector managers

Key Elements of the program.

Module One -Leadership Challenges

- *Defining leadership in context -- Pedler Burgoyne Boydell model*
- *Self-reflection on leadership challenges*
- *Change and your organisation*

Module Two - Strategic Thinking in Public Services

- *Introduction to strategic thinking*
- *Tools for strategy development and Leading strategic direction*
- *Creating a sense of mission*
- *Scenario planning*
- *Action Learning*

Module Three -Working Collaboratively across Organisations

- *Case study on effective collaborative working*
- *Performance management across partnerships*
- *Open Strategy: a tool for mapping strategies across partners*
- *Partnership assessment tool applied*
- *Cultural issues in partnerships*
- *Action Learning*

Module Four -Coaching for High Performance

- *Defining executive and performance coaching*
- *Practising coaching skills*
- *The HOPES process as a tool*
- *Performance coaching skills*
- *Reflecting teams: team coaching*
- *Application in organisations*

(SOLACE, 2010)

Comments

SOLACE also provides a free online self-assessment service on its website. The SOLACE Enterprises Leadership Skills Framework provides an opportunity for a current or aspiring Local Government Managers or Leaders to assess their current skills, talents and future development needs

Contacts

www.solaceenterprises.com email: resource.centre@solaceenterprises.com

The UK Improvement and Development Agency (I&DeA) – ‘Future Leadership Program’.

Overview of Provider

The I&DeA (now known as Local Government Improvement and Development) is part of the Local Government Association ‘family’ of organisations and provided learning and development programs/resources to both Councillors and professional staff.

Type of Program

This is a professional development program. It comprises 7 residential days over six months. It is delivered on campus at the Ashridge Business School. The program comprises: “formal and guest speaker input, group and personal project activity, practical and experimental work, coaching and buddy support”. (I&DeA, 2009)

Key Elements of the Future Leadership program

Module 1.

Developing Individual leadership and skills and using these skills to focus on participants’ roles and responsibilities to help develop other people

Module 2.

Organisational and change leadership including practice in change management, commissioning, presenting business cases and applying efficiency principles

Module 3. Partnerships and community leadership through and exploration of political leadership, partnership working and community and stakeholder engagement techniques.

Between modules participants will: work on a project to achieve radical service efficiencies and improvements, use the Ashridge Virtual Learning Resource Centre to research current issues in strategic commissioning and practice interpreting data for leadership decisions, receive tutored coaching support.

(I&DEA, 2009)

Comments

Optional modules include: “strategic thinking using open strategy, coaching skills for managers, ‘lean leadership’ thinking, commissioning skills, financial leadership” (I&DeA, 2009).

Contacts

www.idea.gov.uk/idk/core/page.do?pageId=5689683

The USA International City/County Management Association (ICMA) – ‘Emerging Leaders Development Program’.

Overview of Provider

ICMA [grandly] claims that it “...is the premier organisation of professional local government leaders building sustainable communities to improve lives worldwide” (ICMA, 2010). It is the US association for local government managers and hence receives substantial USAID funds to conduct projects overseas. “ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world”.

Type of Program

The program provides: “A credentialed manager to serve as a career coach for two years, convenient teleseminars with senior credentialed managers or public administration professors, and successful completion of the two-year ICMA University Emerging Leaders Development Program, celebrated with a special certificate” (ICMA, 2010).

Key Elements of the Program

Practice Groups: (1) Staff Effectiveness; (3) Functional and Operational Expertise and Planning; (4) Service Delivery Management; (5) Performance Measurement/Management and Quality Assurance; (10) Budgeting; (11) Financial Analysis; (12) Human Resource Management; (17) Knowledge of the ICMA Code of Ethics.

Content: During the course of the program, teleseminars will be based on the following ICMA publications, which can be purchased from the ICMA Bookstore:

- *The Effective Local Government Manager*
- *Managing Local Government Services*
- *Management Policies in Local Government Finance*
- *Human Resource Management in Local Government*
- *The Ethics Edge.*

There will also be 3 rounds of discussions based on personal finances and a current "hot" topic.

(ICMA, 2010)

Comments

The program utilises expert facilitators, coaching and completion of a ‘Management Application Project’

Contacts

See: http://icma.org/en/icma/career_network/career_development/eldp

Email: customerservices@icma.org

The USA International City/County Management Association (ICMA) – ‘Leadership ICMA’ program.

Overview of Provider

“ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world”. (ICMA , 2010)

Type of Program

“Leadership ICMA is a competitive, intensive two-year ICMA University program designed to cultivate key competencies needed for successful leadership at all levels of local government management. Participants not yet eligible for credentialing join a class of select individuals to complete a series of five class modules and a team-based capstone project. All Leadership ICMA graduates receive one year of experience credit toward the ICMA Voluntary Credentialing Program”. (ICMA 2010)

Key Elements of the Program

The core competencies addressed in the Leadership ICMA program are

- *Leadership in Local Government*
- *Ethics and Integrity*
- *Analytical Skills*
- *Strategic Planning*
- *Community Building*
- *Organizational Effectiveness. (ICMA, 2010)*

Comments

Class modules are scheduled over the course of the two-year period, including a capstone project that requires participants to demonstrate their competence in the concepts presented throughout the Leadership ICMA program. Each module requires considerable preparation through assigned readings, full attendance, and completion of written assignments that demonstrate a grasp of the subject matter in advance of the module.

Faculty include well-respected academics who teach in public administration programs and premier local government executive institutes, local government practitioners, and other content experts.

Contacts

See: http://icma.org/en/icma/career_network/career_development/leadership_icma

Email: customerservices@icma.org



Section C: Discussion

All of the programs and frameworks reviewed offer valuable insight into current thinking on training for ‘Aspiring Leaders’ in local government. In reviewing these materials it is not always possible (nor useful for this discussion) to precisely delineate between content that may be best labelled ‘management’ or ‘leadership’. Nor is it possible to exactly describe “at what level” in the organisation would these ‘Aspiring Leaders’ be employed.

Who are ‘Aspiring Leaders’ in local government?

From the works reviewed, in general terms, ‘Aspiring Leaders’ could be usefully identified as:

- ‘Younger’ staff who may have joined a council recently and now aspire to progress their career in local government
- Experienced staff who may have recently been appointed to a position (or are about to be appointed to such a position) where they will now supervise and lead other staff
- Successful ‘Professional’ staff who now aspire to broaden their role from ‘professional specialist’ to include more managerial and leadership responsibilities
- Experienced Operational supervisors who seek to further underpin their experiential knowledge by undertaking further education
- Elected representatives who may wish to further develop their community leadership role through systematic training.

In short they could be broadly summarised as people who, “want to learn what it is they should do, want to learn more about what they are already doing, and ...want to learn”.

What are the Most Common Learning Modalities Utilised?

Across all the reviewed programs the learning modalities vary, but from the examination of what information is available, some common themes emerge:

- **‘Cohort learning’** – this target group enjoys and values working with a cohort of peers. Programs that allow participants to progress through the program as a group appear to be more successful. In some cases alumni are also involved and provide support and/or guidance to new cohorts
- **Link to workplace** – the learning activities are explicitly and clearly linked to the local government workplace and often the local community. Whilst workshops and seminars may be held in a ‘remote’ location, other activities and assessment projects are most usefully located in the local context for participants. In some cases the “real world” may also be invited into the learning workshops, with sessions delivered by ‘experts’, facilitators and also experienced practitioners and/or community leaders. In nearly all

cases, there is an explicit relationship with a key local government agency or body – providing vital links to the real and ‘hot’ topics that need to be covered as well as industry validation of the program.

- **Variety** – the learning modalities are varied. The workshop style of delivery is prevalent but usually supplemented with: reading, research, group projects, presentations, web-based resources, field trips, multimedia resources, community projects, industry events, writing, debates and discussions. Also the context needs to be varied and include content that is applicable to both metropolitan and rural councils.
- **Focussed to a project** – many of the programs involve some kinds of ‘hands-on’ project. This not only provides action-based research opportunities but also experiential learning. It also provides many opportunities for learning input and advice from ‘non-professional’ teachers and mentors (e.g. community leaders and experienced practitioners). This also provides an opportunity for participants to ‘try out’ their new learning and also get first-hand feedback on the value of their efforts.
- **Intensive** – these programs are typically intensive and require completion within a set period of time. In nearly all cases they focus around an intensive residential workshop or series of workshops. This may be enhanced with ongoing updates, lectures, field trips or activities during the year. In most cases, the learning schedules also are mindful of the key dates and milestones in the ‘typical local government calendar’ that will affect the work schedules of the participants. In nearly all cases, the programs are ‘completed’ with some kind of project (group or individual) and perhaps a presentation of some kind by participants.
- **Educated & Educative** – whilst it may seem obvious and common sense, a key feature of many of the programs is encouraging participants to make more ‘educated’ decisions and inform their opinions with factual information. There is currently a wealth of information (particularly web-based) readily available and relating to a number of topics that are important to local government Aspiring Leaders. This information may relate specifically to local government and current important developments, or to a range of broader topics. Many of the leadership programs require participants to seek out and discover these rich sources of information and resources, and then demonstrate how they may use them in their future work.
- **Mentors** – a common theme is the involvement of some kind of mentor or coach for participants (either individually or as a group). In many cases participants will have an individual mentor from within the ‘senior staff’ their Council. In some cases, participants may receive coaching and advice from professional associations and their members, community leaders and/or faculty staff. This support for the individual’s learning experience is seen to be highly valued. It is also a way for experienced ‘leaders’ to ‘give something back’ to local government and assist in the learning of Aspiring Leaders.

Content

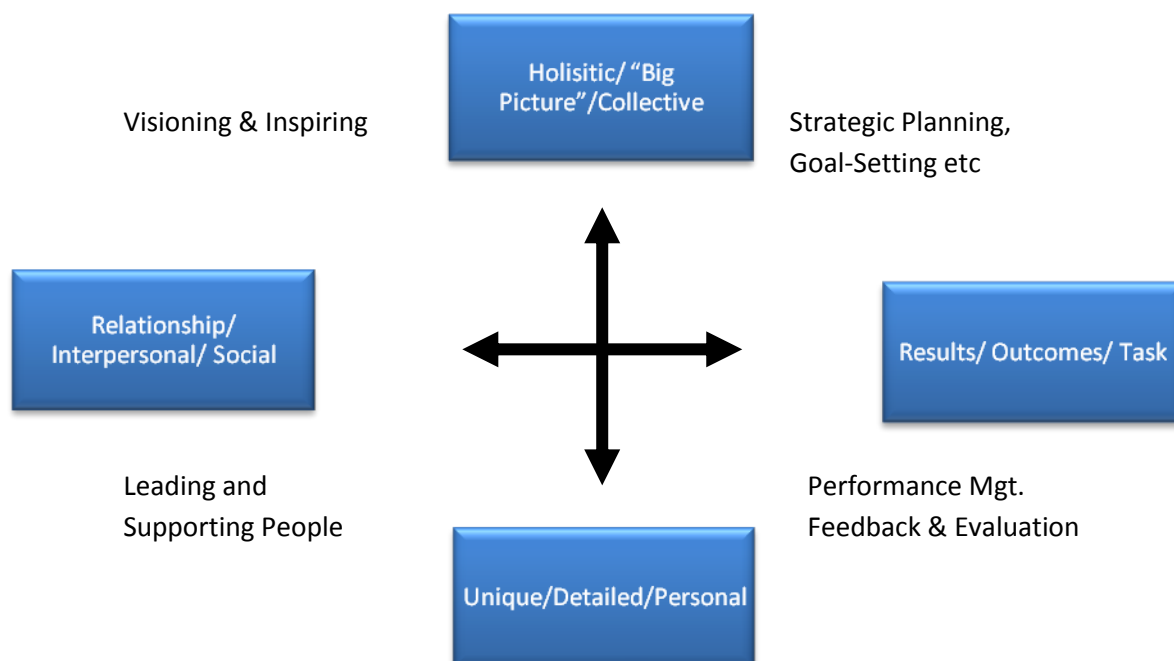
The content in the programs and frameworks varies – but not drastically. In fact if you combine and synthesise the content, some key thematic elements emerge. There are differences in language and description but some agreement (it seems) on core content. There are broad areas of commonality and by combining the initial groupings of content with the 6-sphered structure of the Professional Capabilities Framework (PCF), it is possible to develop a draft model Framework that has logical content and structure as a starting point.

Further examination of the programs and frameworks also highlights two dimensions that are generally agreed to be necessary for effective leadership in an organisational context. These dimensions have been earlier discussed and demonstrated in the ‘Holon’ model put forward in 2001 by Ron Cacioppe and Simon Albrecht³, and have been adapted slightly here.

Aspiring leaders will need to have capabilities that allow them to work along two, interrelated spectrums:

- The Holistic/ “Big Picture”/Collective focus through to the Unique/Detailed/Personal focus
- The Relationship/Interpersonal (social) focus through to the Results-based/Outcome (task) focus.

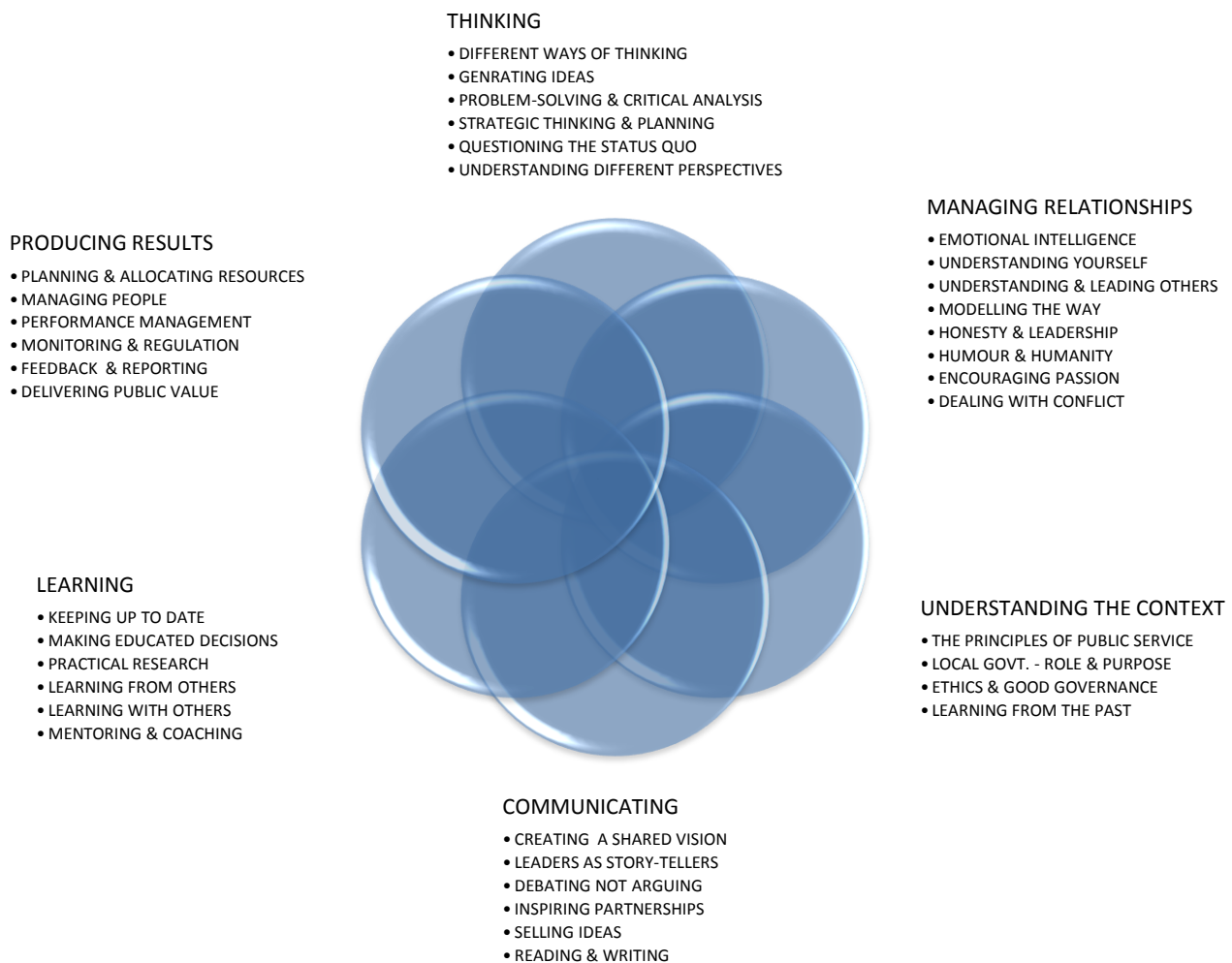
The following diagram shows the axis of these two spectrums at play.



³ Cacioppe, R. And Albrecht, S., ‘Understanding and Developing Leadership and Management – the Holon Model’, in *Leadership in the Antipodes: Findings, Implications, and a Leader Profile* (Ken Parry ed), Institute of Policy Studies- University of Wellington, New Zealand , 2001

Finally, if we combine all of these elements, the draft structure and content of the ACELG Aspiring Leaders Framework emerges. Below is a diagrammatic representation of the draft ACELG Aspiring Leaders Framework developed from the work so far.

The draft ACELG Aspiring Leaders Framework



Notes:

1. The Framework is represented as six spheres of ‘capabilities’ – knowledge and skills put into action. We have avoided the term ‘competencies’ as it is a vernacular that appears to have strong linkages to the VET system and existing accreditation schemes.
2. There is no specific significance in the number of 6 spheres of capabilities – However, it is significant that they overlap. The Aspiring Leadership capabilities may well ‘fit’ under more than one label. Our initial research has shown that the terms may also be understood by participants to sometimes “...mean slightly different things to different people- but mostly understood the same”.
3. The Framework is intended to promote discussion, collaboration and further development of learning opportunities in local government.



Section D: Next Steps

Local government in Australia has a history littered with initiatives that failed because they became entangled by unproductive and unsuccessful discussions and debates that attempted to prescribe a precise definition or description. It is not useful to try and gain absolute consensus agreement around the country as to the content or use of such an Aspiring Leaders Framework before proceeding to take some action. As mentioned earlier, the ACELG Aspiring Leaders Framework should not be viewed as an attempt to define an exclusive territory of training and learning programs that seek to exclude those that do not ‘conform’.

It is **not** the intention of this project to develop a definitive and exclusive framework that exactly prescribes, “...this is what local government Aspiring Leaders need to know, and these are the capabilities they must have in order to succeed”. Such a framework would inevitably lead to learning and education programs being assessed as “either in or out” – along the lines of an accreditation framework. Rather it is the intention of this project to develop a model of Aspiring Leaders Framework that is **inclusive** and represents “...what people (at the present time) are saying can be provided by way of training for local government Aspiring Leaders and also what *should* be provided”.

From the draft model, further dialogue and discussions can take place, commonalities can be explored, gaps identified (in content resources and also in relation to availability around the country) and resources allocated to further develop and “fill out” the Framework. The Framework is intended to provide a platform for interested parties to come together and discuss areas of common interest and priority. It is intended that the Framework should become an arena and forum for developments that truly benefit local government and hence, provide public value to local communities. The Aspiring Leaders Framework must continue to evolve and maintain itself as a dynamic arena for ongoing discussion and developments.

The potential for such a Framework is that it may become

- An ongoing and evolving ‘description’ of the learning needs for Aspiring Leaders in local government... a conversation and dialogue
- A reliable framework of guidance for those developing training and learning programs targeted at local government Aspiring Leaders – including universities and colleges
- A ‘meeting place’ for a potential network of those with a genuine (and not simply commercial) interest in local government training and development
- A signal to Federal and State governments that there is a cohesive understanding of the training needs for this group of participants ...and hence an opportunity for a far-better targeted allocation of scarce training and education funds
- A platform for the co-operative development of programs, resources and materials for distribution and use by all Framework partners

- A focus for the collective attempt to address some of the discrepancies in leadership training availability for local government around the country – especially in rural, remote and indigenous communities
- A showcase for innovation and best practice.

It is intended to distribute this discussion paper widely and encourage ongoing discussions, feedback and input through a variety of formats.

The Development of the ACELG Aspiring Leaders Partnership

It is intended that in the near future ACELG will support the formation of a network and partnership that assists the development of resources and promotion of programs and initiatives that fall within the Aspiring Leaders Framework. It is intended to form the ACELG ‘Aspiring Leaders Partnership’. Those training and education providers that are currently (or intend to) offering programs that cover some or all of the capabilities in the Framework, will be invited to participate in the Partnership – along with other stakeholders that have an interest in this topic and/or offer resources. The Aspiring Leaders Partnership should operate as an allied network for the benefit of those in local government in Australia.

Some of these Partnership members may develop programs that cover all aspects of the Framework – some as an introductory ‘overview’ and perhaps others as a comprehensive and more ‘in-depth’ programs. In other instances they may develop intensive in-depth modules that focus on one or more spheres of capabilities.

Local Government entities, agencies and professional associations would be encouraged to contribute inputs and also create opportunities – such as professional events, mentoring programs, and provision of ‘expert experienced practitioners’ for presentations etc. ACELG will seek to promote linkages between key stakeholders and existing (as well as developing) programs around the country. It is certainly hoped that the Framework would also provide the incentive and opportunity for some unique collaborations between developers and providers, between stakeholders and institutions...and local between councils themselves.

Whilst not wishing to create yet another ‘accreditation’ framework, it is expected that over time the Partnership members would contribute to the ongoing development of the ACELG Aspiring Leaders Framework and also to decisions regarding the content and standard of programs. The ultimate aim would be to have a comprehensive suite of various programs offered – by a variety of partnership providers, and through a variety of modalities – around the country, that would provide a balance between national consistency and the flexibility to meet local circumstances. It is also hoped to promote the development of various ‘levels’ of programs, from short-course style ‘overview programs’, to in-depth workshops on specific topics from the Framework. However, it is an explicit intention of the ACELG Partnership to encourage initiatives that provide pathways to graduate programs. In short, it is hoped that there will eventually be a suite of Aspiring Leaders post-graduate degrees available around the country – that provide a pathway for other programs from within the Framework to be recognised as electives.

The UTS Graduate Certificate in Local Government Leadership

As an early initiative of the ACELG Partnership, UTS-CLG is launching a new Graduate Certificate degree that draws together all spheres of the Aspiring Leadership Framework. It allows for general coverage of all aspects of the Framework or the opportunity to include in-depth specialisation in particular topics and/or acceptance of previously-undertaken packages of appropriate learning. This course is itself a flexible framework that can build on and 'package' a range of existing programs, and be offered in a variety of different ways and settings around Australia in partnership with other providers. This degree provides a pathway for existing programs to be included in an accredited post-graduate university qualification. It is hoped that this degree will set a model and 'benchmark' for the development of similar programs by other universities and also provide a useful platform for further collaborative arrangements⁴.

THE UTS GRADUATE CERTIFICATE IN LOCAL GOVERNMENT LEADERSHIP



Note: Other programs with appropriate content and structure may be recognised through the **Aspiring Leaders Partnership** and therefore qualify as subjects or electives in the Graduate Certificate. This would be negotiated on a case-by-case basis.

⁴ At the time of writing, the model and content of the UTS Graduate Certificate in Local Government Management is being examined by three other universities, in collaboration with various peak bodies and professional associations.

Subjects Include:

15618 New Perspectives in Local Government Leadership

This subject will introduce students to a range of perspectives on local government leadership. Drawing from the literature, key government and local government documents, as well as from relevant case studies, the subject will explore local government leadership in both theory and practice. The subject will cover topics such as: civic leadership, public service, public value, ethics, integrity, social capital, leadership skills, innovation risk and due process. The course will involve workshops, readings, guest presenters and recorded interviews.

49279 Local Government Leadership - Personal and Professional Skills

In today's local government environment we need our leaders to have more than just intellectual ability and technical know-how. Leaders should also exhibit emotional intelligence—their ability to manage their emotions and those of others, their skill in inspiring performance in others and their ability to lead change, communicate effectively, and build and sustain work relationships. This subject develops the participants' understanding of the leadership issues facing managers in the local government environment. It then focuses on some core leadership capabilities and guides participants through the development of a personal action plan.

15617 Building and Leading Your Team

This subject requires students to build and lead a team through a local government hypothetical scenario. Action learning will be combined with workshop sessions, coaching and mentoring. The students will be guided through a series of steps to build and form a team. They will then take the team through a hypothetical local leadership challenge. This subject allows students to build and enhance their own leadership capabilities and also provide support and encouragement to others.

15616 Community Leadership Project

The Community Leadership Project (CLP) is a flexible, project-based subject that enables students to work with community groups to achieve real outcomes. CLP offers students the opportunity to further their personal leadership skills through independent, self-directed learning and to use these skills to benefit the community. They also get a chance to work alongside other local leaders.