

GROWING LEADERS

ARE WE DOING IT RIGHT?

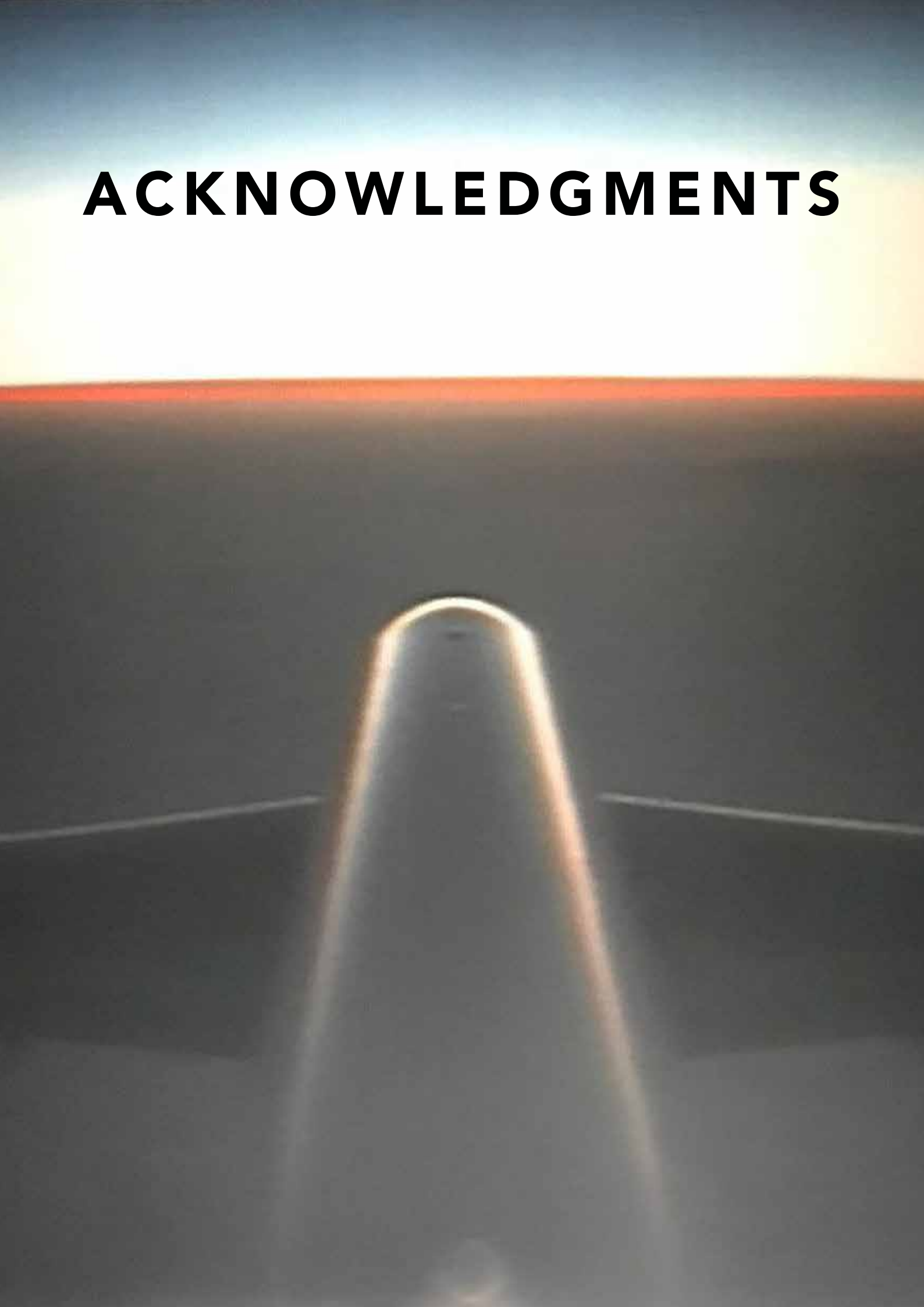


STUDY TOUR REPORT 2018
BANYULE CITY COUNCIL



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ACKNOWLEDGMENTS



With any opportunity like this there are always a lot of people to thank who have supported and assisted me to be a part of this study tour. Firstly, to the MEF Victoria and the Trustees who provide this opportunity every year for local government organisations and engineers to travel, learn from the experiences and developments overseas.

A big thank you to my fellow travelers:

Leslie Stokes (Manager Operations Manager – City of Melton)

Daniel Kelabora (Senior Project Engineer – Latrobe City Council)

Claude Cullino Tour Leader (MEF Victoria Trustee)

A special thank you to Merv Paton for helping us get organised and providing valuable hints and tips for our journey in Canada and America. To Geoff Glynn for encouraging me to apply and provide continued support throughout my journey and also Banyule City Council for agreeing and making it possible for me to participate in the study tour. I want to thank all the Agencies and organisations who gave so generously of their time, wealth of knowledge and willingness to share all that they had experienced throughout the tour.

The hospitality we were afforded to our tour group was second to none. The agencies visited are listed below:

- City of Edmonton, Alberta, Canada
- City Minneapolis, Minnesota, USA
- City of Kansas, Missouri, USA, (FOR HOSTING PWX Conference
- City of Oklahoma, Oklahoma, USA
- City of Houston, Texas, USA
- City of Austin, Texas, USA
- City of Frisco, Texas, USA
- Chicago Chapter APWA, Illinois, USA

EXECUTIVE SUMMARY



Growing Leaders, "Are We Doing It Right"?

The modern world is presenting challenges to municipal engineers requiring the best of their abilities. Developing and retaining skilled professionals who have both technical and leadership capabilities is crucial for ongoing success. Historically, most senior engineers in the sector have been promoted based on proven technical capabilities, and perhaps less on the basis of holistic personal attributes, overlooking the real foundations of effective leadership.

Observations of sector anecdotes and trend analysis in the past few years have shown that the emphasis has begun to shift from a focus on technical capabilities to recognising that true sector leadership requires greater consideration of abilities such as strategic thinking, understanding people (soft skills), and team management. These broader attributes of personal development are key enablers for effective leadership.

Whilst there are some isolated approaches (e.g. the VicRoads training program and some individual municipalities), there is a clear need for leadership development to evolve to a much greater degree if we are to serve our communities into the future.

We need to ask:

- Are we mentoring well enough?
- Are we growing future leaders by progressive development?
- Are we doing enough to retain our talent?

Unless there are stronger frameworks to guide career development in foundation skills across a broader spectrum of capabilities, Local Government may be in danger (if not already) of losing talented engineers, rather than better preparing our sector leaders of tomorrow.

KEY THEMES

Throughout the tour it became evident that there were key themes in every conversation. Mainly an acknowledgement that even though most people recognised the requirement to change their practices in leadership recruitment and development, no one was demonstrating any overall progress.

The most common theme was that of organisations sticking to their business as usual model and not placing enough emphasis on the key leadership development skills required to promote good leadership for the future. It was identified that one of the main drivers of this was the consistent provision of small recurrent budgets which provided minimum training opportunities for staff. It was observed that this practice placed a greater reliance on informal training from longer term senior staff rather than embedding a well-established training budget/program that will support the development of existing and future leaders.

The key themes that were consistently discussed throughout our tour was Communications skills across the board (inexperience to well established senior leaders), Softer skills a breadth and depth of understanding in the personal skills, emotional intelligence, self-awareness required, training opportunities and programs embedded within an organisation. Generational Management an understanding of leading a multi-generational work force partnerships developing relationships both internally and externally.

RECOMMENDATIONS

The following recommendations on each topic is outlined below.

Generational Management

- Consider the generational strengths required when interviewing for positions to align with selection criteria/skills and existing workforce
- When recruiting for roles, consider generational and gender diversity to make balanced teams
- Provide the environment and opportunities to debrief and discuss lessons learned during process, focus more on established softer skills and requirements for these skills in the future.
- Establish progression plans for staff to ensure they have defined process to develop their skills and roles with the organization
- Engagement of younger staff by developing programs that will provide clear progression planning and training that will assist in developing their softer skills for future

Communication

- Make good communication skills a core competency skill for technical positions and provide good training to develop refine skills within organisation
- Conduct employment engagement surveys to gauge staff relationships and opinions of leadership within an organisation
- Sit around table and promote open conversations to discuss lessons learnt throughout projects and team meetings
- Look for opportunities to develop partnerships within other departments internally and externally.

Training

- Develop a coaching mentoring program, sharing senior skills and experience with junior staff to improve their skills organisation wide covering all levels of management
- Develop and promote secondment opportunities within the organization to broaden experience and communication skills, strengthens and builds capacity and communication competency across directorates
- Introduce 360 degree review to understand your workforce
- Undertake development planning to address identified personal and organisational skills gaps, build trust within the organization and promotes more robust conversations at all levels/improves culture
- Provide opportunities to grow and experience new skills (allow youth to shadow leaders to learn from them)
- Recognise requirement for ongoing training and budget accordingly within operational budget.
- Encourage professional development and networking opportunities through conferences and open days

Softer Skills

- As part of annual development plan, identify individual's strengths and weaknesses and look for opportunities to improve on existing skills and develop new skills that will align with the inherent requirements of the role and fit with the organisational culture.
- Review position descriptions prior to advertising roles to ensure the people (softer skills) are included
- Develop growth encouragement program to refine skills of existing employees, these are programs within the organisation that will attract future leaders and allow them to practice new skills (can be shadowing programs, mentoring/coaching and promoting secondment opportunities throughout the organisation.
- It is critical to consider that staff should be in the right places to align with their strengths not necessarily their discipline in their existing position within the organisation. Encourage flexibility in this area, be open to move people around organization where they best fit strengths and culture, (resource allocation provides efficiencies rather than losing good personnel due to bad employment location within organization).

Partnerships

- Develop your training and consider extending existing programs and expertise to other departments or external organisations with similar demands. (running training sessions for multiple organisations to ensure numbers/consistency and provide efficiencies to the organisation).
- Be involved in school/university open days to promote the sector and demonstrate diversity of sector
- Provide open days/tours in your organisation to provide an insight to the community the diversity of the organisation and build an understanding of how it works
- Develop students employment program across the organisation
- Support secondment opportunities within organisation (allows staff development and platform for divers workforce)

BACKGROUND

The 2018 Municipal Engineering Foundation Victoria (MEFV) overseas study tour involved three Australian Local Government Public Works Officers, from the State of Victoria, traveling as a group with the aim of visiting and learning from local authorities and related organisations in Canada and the United States of America. As part of our tour throughout August/September 2018, the cities of Edmonton, Minneapolis, Oklahoma, Tulsa, Houston, Austin & Dallas were visited. This included attending the 2018 APWA International Public Works Congress & Exhibition (PWX) in Kansas City approximately half way through the tour. Our group was particularly keen to gain an understanding and experience working examples around the following themes:

Engineering Disruptive Technology - How will public works change and adapt over the next 30 years
Daniel Kalebora, City of Latrobe

Waste to Energy – The introduction and use of Waste to Energy to manage Municipal Solid Waste
Lesley Stokes, City of Melton

Growing Leaders - "Are we doing it right"?
James Kelly, Banyule City Council

Who We Are?

The three tour participants – Daniel Kalebora, City of Latrobe, Lesley Stokes, City of Melton and James Kelly, Banyule City Council – are public works engineers representing three different local government municipalities throughout Victoria.

The state of Victoria is one of the eight state/territories of Australia and second most populous in terms of population (6.2 million) and economic significance. The city of Melbourne is the capital with a population of 4.8 million and the fastest growing city in Australia. At 92,000 square miles, the State of Victoria is comparable in size to the US state of Oregon.

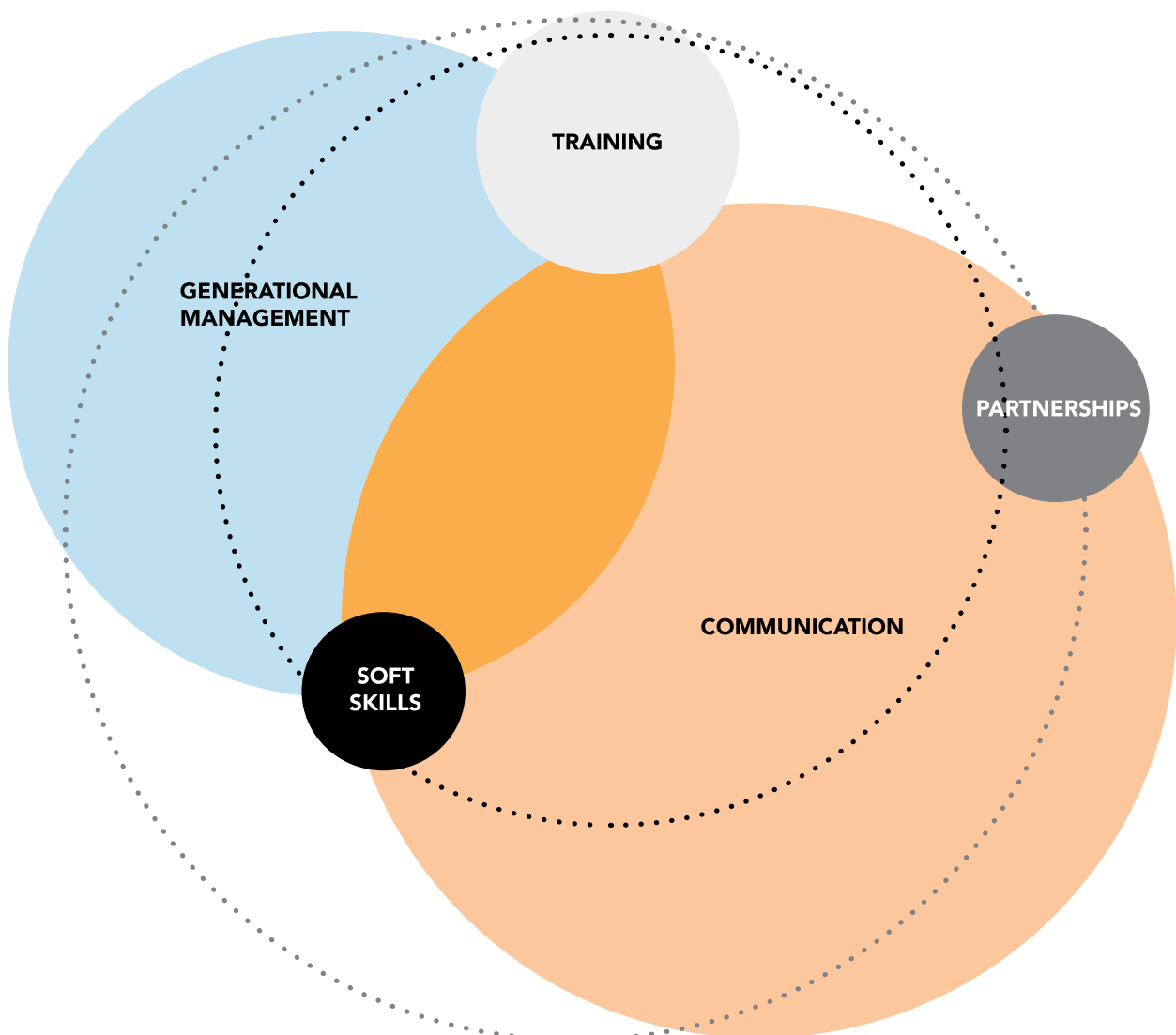
INTRODUCTION

WHAT DOES LEADERSHIP LOOK LIKE?

“ LEADERSHIP CAN'T BE DEFINED AS ONE OUTCOME. IT'S NOT ONE SINGLE FUNCTION IT IS ABOUT BRINGING MULTIPLE FUNCTIONS TOGETHER. THIS FORMS A STABLE PLATFORM FOR PEOPLE TO BE GUIDED BY.

- JAMES KELLY ”

Leadership is made up of five key areas. They are all crucial and interdependent to promote development and growth. The diagram below outlines how these key areas overlap in good leadership practices. It is not necessarily representative of the requirement of effort within each discipline, merely a representation of their interdependency. The black area (softer skills) is intended to draw your focus towards it and elevate how we need to consider it more on the softer skill requirements which are being given little or no attention in current leadership training. If all these topics are not understood and practiced by leaders in the workplace then the likelihood of success can be significantly reduced.





GENERATIONAL MANAGEMENT

WHAT IS GENERATIONAL

MANAGEMENT & WHAT CAN

WE LEARN?

“Prejudice, discrimination, or antagonism directed against someone of a different GENERATION based on the belief that one’s own GENERATION is superior” - Google Dictionary

Generational Management was recognised and developed to train managers and employees on the best practices for working and managing within a multi-generational workplace. Successful employees and managers understand how to work and communicate effectively with members of each generation.

WHY IS EACH GENERATION DIFFERENT?

As leaders, we need to be educating staff on how different generations are wired, triggered and motivated. With that understanding it reduces the generational gap and improves culture and efficiencies within the organisation. Prejudice, before we start the journey, has been around for a very long time.

Prejudice, before we start the journey, has been around for a very long time.

“I see no hope for the future of our people if they are dependent of the frivolous youth of TODAY”

- Hesiod 8th Century B.C.

WHAT ARE THE FIVE GENERATIONS THAT COULD BE IN A WORKPLACE ENVIRONMENT?

Traditionalists (born before 1945)

Sometimes known as the silent generation are driven by rules, discipline respect authority and have traits of dedication, patriotism, gratefulness and in general are savers with a need for security. They are hardworking, tech challenged, prefer face to face/interpersonal skills for communication and can be great team players

Baby Boomers (born 1946 to 1964)

Less adaptable and collaborative. They are productive, hard working and enjoy being a team player. They can be great mentors.

Generation X (born 1965 to 1980)

Love social media tend to overspend more than any other generation, almost half have a degree they tend to have characteristics of self reliance, sarcastic, prefer job flexibility and family time. They are recognized to be less cost effective, however usually have excellent managerial and problem solving skills.

Generation Y (Millennials born 1981 - 1995)

Millennials are generally balanced work smarter/not longer hours, tech savvy, earn to spend feel entitled and prefer to communicate through text messages/e-mail. Enthusiastic, entrepreneurial and opportunistic people.

Generation Z (1996 to 2012)

The generation that's about to enter the workforce and need to be considered and understood by organizational leaders to allow a depth of understanding of future employees and how they will impact the organization

Generational conversations throughout the study tour demonstrated that there was a gap in the recognition that greater knowledge provided through dedicated training and understanding of today's diverse work force can not only make an impact in cultural differences but in the underlying generational gaps that were being missed or had limited opportunities for discussion training in the existing structures. This lack of understanding or resources to try and understand the dynamics of integrating generational management allows the manifestation of perceived thoughts and lack of understanding, reality and how all workforce types actually think and grow within an organisation.

Some of the key observations from the visit to the IPWX conference in Kansas and during the study tour with regards to influencing generational management for effective leadership are outlined below:

- We should understand what the different generations want and learn to trust all
- Ignorance in all cases causes us to assume and misjudge everyone outside our own generation
- Millennials and baby boomers - same drives but labeled differently (want the same thing security, progression and job satisfaction).
- Learn to use different language and tone to address each group, however in reality once again they are all aiming for the same security and future
- We are all the same, it is just how we have been nurtured through different environments and times that makes the difference with all people
- Make sure you consider the different generations within your organisation
- Consider generational differences at employment stage, review job descriptions and see how the role may suit different generations best. (recognise and consider aligning positions to peoples abilities along with the role expectations)
- Communicate with HR to recognise and incorporate generational training into their corporate calendar
- It is productive to have gender balance as it enhances quality and versatility within a team

The conference in the City of Kansas recognised generational management as a huge priority in the future and something we need to invest time and training into. Finding solutions and ways to move forward are the next steps.



GENERATIONAL MANAGEMENT

RECOMMENDATIONS

- Consider the generational strengths required when interviewing for positions to align with selection criteria/skills and existing workforce
- When recruiting for roles, consider generational and gender diversity to make balanced teams
- Provide the environment and opportunities to debrief and discuss lessons learned during process, focus more on established softer skills and requirements for these skills in the future.
- Know your workforce from a generational perspective, their strengths and weaknesses
- Do not label people through generational ignorance.
- Establish progression plans for staff to ensure they have defined process to develop their skills and roles with the organization



SOFT SKILLS

HOW ARE SOFT SKILLS

BENEFICIAL?

Soft skills sometimes known as interpersonal skills are personal attributes that enable someone to interact effectively and harmoniously with other people. Rather than technical expertise, softer skills focus on skills, which include;

- Communication
- Emotional intelligence
- Self-awareness
- Empathy.
- Teamwork

Although it has now been recognised the importance of having well developed softer skills in a leadership role, the current practice of promoting highly technical and efficient individuals is still being practiced and although this technical expertise is complementary the softer people management skills is essential and has a much greater impact in the long term development of successful leaders. For this reason it is recommended that softer skills should be incorporated into an organisational leadership development plan. This will prepare the leaders of the future on how to manage people of various skill levels and disciplines. The key attributes to softer skills became more evident as the tour progressed and a variety of opinions on exactly how these skill gaps could be identified and taught throughout someone's career were discussed.

The following examples were consistent across all organisations visited throughout the tour:

- From the first day of employment we should be teaching people skills (softer skills), emotional intelligence, self-awareness, communication, teamwork etc.
- Bring staff to meetings and show them how things work and learn from observing (develop shadowing programs)
- Debriefing is essential for successful progression and understanding outcomes from actions and deciding on ways forward. If you don't de-brief you don't have an accurate perspective of what's happened
- No mundane jobs, incorporate variety into student/junior roles, don't fall into providing administrative tasks only, allow shadowing as part of their development.
- Focus on people management, and the key softer skill themes, communication, recognition, understanding and managing emotional reactions.



City of Austin had one of the most interesting ways to demonstrate soft skills and recognise staff for their effort past and present. As pictured below you can see the cabinets of miniature figurines of staff from all levels within the organisation.



SOFT SKILLS

RECOMMENDATIONS

- As part of annual development plan, identify individual's strengths and weaknesses and look for opportunities to improve on existing skills and develop new skills that will align with the inherent requirements of the role and fit with the organisational culture.
- Review position descriptions prior to advertising roles to ensure the people (softer skills) are included
- Develop growth encouragement program to refine skills of existing employees
- It's critical that people should be in the right places to their strengths not necessarily their discipline for the organisation, encourage flexibility in this area be open to move people around where they best fit culture contribution (restructure smart and critical)
- Gender balance important, concerted efforts to balance starts at recruitment
- Know what you require before employing, important to identify skill requirements before commencing recruitment, get it right at employment considerations stage

COMMUNICATION

A scenic view of a lake at sunset. The water is calm, reflecting the sky and the surrounding landscape. In the background, a large, multi-story building with a grid-like facade is visible, its reflection clearly seen in the water. To the left, there are dark silhouettes of trees and a paved walkway. The overall atmosphere is peaceful and serene.

“

COMMUNICATION...
WITHOUT IT YOU CAN
DO NOTHING.

”

- JAMES KELLY

WHAT IS GOOD

COMMUNICATION?

During the study tour, throughout all of the conversations in Canada and America it became highly evident that communication skills were fundamental to successful leadership within any organisation.

The common theme throughout the tour was that communication skills varied and that it should be one of the key attributes not only when considering future leaders for an organisation but for any discipline from operational staff all the way to all executive levels.

Communication can be described in many different forms and it is key to understand how a combination of communication forms can contribute to being a very successful leader or not. It involves understanding both how we send and receive messages through many different mediums, electronic, physical and our presence in general. Being in tune with yourself and others will allow you to improve your communication and ultimately trust and respect as a leader.

Leadership requires greater investment in communication skills. This will require recognition and understanding of the fundamentals in communication skills before we can be truly effective in this area within all leadership disciplines. It is thought that if these basic communication skills are incorporated into well-established training programs it will provide sound interpersonal skills and self-awareness that will improve communication and ultimately the culture in any organisation.

It was interesting that everyone agreed on the above observations regarding communication and also recognised that modern day pressures had diluted these basic skills to the point where they were almost being ignored or assumed that the staff were competent in this area. This resulted in little or no formal communication training programs being funded or implemented within many organisations.

WHAT ARE THE KEY THINGS TO ASSIST IN IMPROVING COMMUNICATION?

- Understand yourself and your key strengths weaknesses as a leader and communicator
- Keep people informed - It provides good understanding and purpose
- Effective communication breaks down mistrust and misunderstanding on all sides
- Practice self-awareness and how you communicate with people
- Awareness of body language, (positive open body language, reception, not imposing, having a positive demeanor can be empowering, break down barriers and lead to effective communication
- Ask questions and repeat them back to the person/audience to acknowledge and confirm what has been asked. Miscommunication and understanding is a key to mistrust and ultimately a breakdown in positive communication.
- Honest conversations and questions can promote active listening, engagement and a greater sense of trust which is essential in leadership development.
- Good planning in keeping communication channels open with goals in mind and touching base - positive reinforcement
- Improving team effectiveness through communication channels creates good team culture and makes people feel comfortable.
- Develop good conflict resolution skills

Key Objectives to improve communication within organisation could be implemented adopting a three P principle (Plan, Promotion and Partnering):

PLAN

- Establish HR representative within department (HR Buddy) to assist and build on HR competency within the leadership of the directorate.
- HR department to provide softer skills development program for new and existing employees. Including the communication skills, written, spoken, self-awareness, body language, generational management and awareness and embed within corporate training calendar to build core competency for all leadership roles within the organisation.
- Know your organisation and its purpose and plan for the resource requirements now and into the future (where does the organization want to be)
- Be prepared to change embed continuous improvement plans and thinking into the organisation
- Implement employee engagement surveys to gage the level of support and how well staff are feeling engaged motivated within your organisation
- Engage staff in implementing outcomes of employee engagement survey.

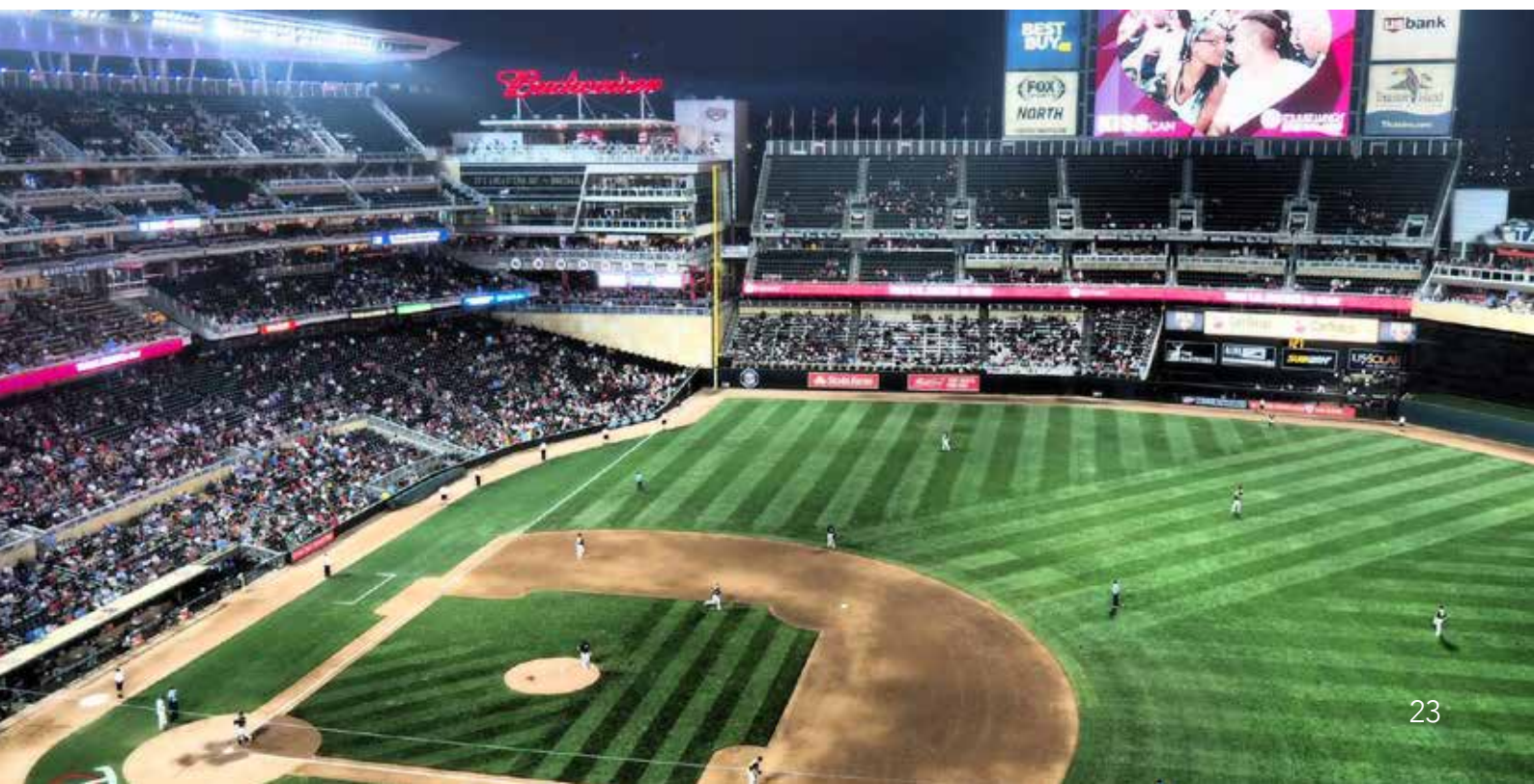
PROMOTION

- Promote business throughout the organization education and information
- Education how the business works structure and the vision for the organisation is essential for staff to feel informed.
- Information provide consistent and regular updates on performance and direction of organisation to all staff, eliminates confusion and doubt, provides assurance to staff.
- Encourage information sharing internally and externally
- Provide platform for good communication channels between directorates , beyond email (social media channels etc.)
- Celebrate success and share
- Implement community education program to showcase organization, open days, career days, consultation, show and tell, visit schools, colleges and local businesses with similar interests
- WEB page updates and notifications (social media channels)

PARTNERING

Many discussions demonstrated that there is a greater need to encourage partnering with internal and external organisations. It is considered that this would provide greater efficiencies in resources financial capabilities and communication throughout the industry. Some considerations for partnering is demonstrate below:

- Internal stakeholders (cross organizational sharing of resources and training opportunities)
- Inviting schools (primary and secondary), college and universities state wide to have open days and share knowledge (promote benefits of employment within sector)
- State educational programs and educational training opportunities share costs and staff training programs
- Improving network and communication channels for everyone

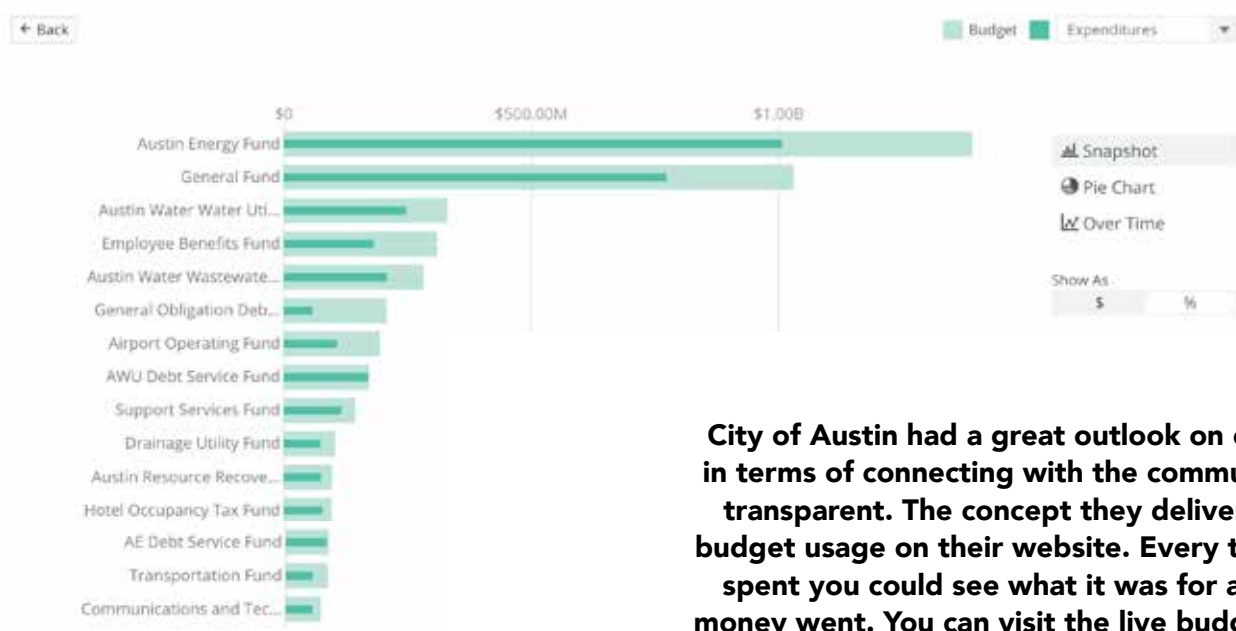


\$4.08 Billion Operating Budget 2019

Operating Budget broken down by Fund

Share

Select a segment on the chart to explore details.



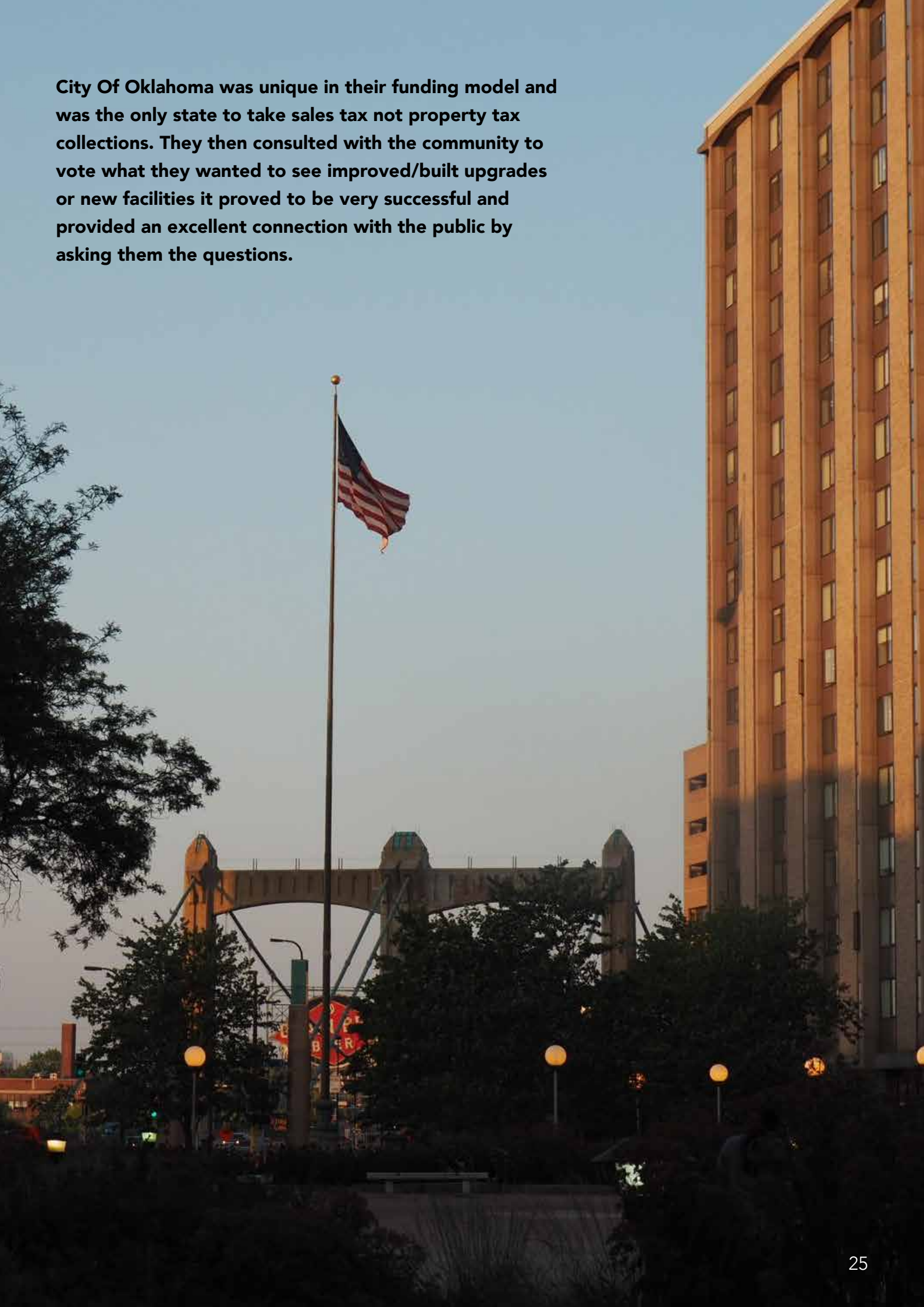
City of Austin had a great outlook on communication in terms of connecting with the community and being transparent. The concept they delivered was a live budget usage on their website. Every time money was spent you could see what it was for and where the money went. You can visit the live budget of Austin by following the link > <http://budget.austintexas.gov>

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Ledger Details Hide

Fund	Budget	%	Expenditures	%	Estimate	%
Austin Energy Fund	\$1,391,164,370	34.06%	\$1,006,414,048	72.34%	\$1,392,878,364	100.12%
General Fund	\$1,030,284,508	25.23%	\$773,563,900	75.08%	\$1,028,019,234	99.78%
Austin Water Water Utility Operating Fund	\$330,699,141	8.10%	\$246,823,492	74.64%	\$328,807,025	99.43%
Employee Benefits Fund	\$310,314,035	7.60%	\$182,646,742	58.86%	\$262,457,290	84.58%
Austin Water Wastewater Utility Operating Fund	\$282,802,919	6.92%	\$208,886,302	73.86%	\$279,373,860	98.79%
Airport Operating Fund	\$193,783,836	4.74%	\$107,757,463	55.61%	\$188,833,385	97.45%
AWU Debt Service Fund	\$172,185,427	4.22%	\$170,400,895	98.96%	\$172,367,028	100.11%
Support Services Fund	\$144,148,454	3.53%	\$116,326,563	80.70%	\$136,685,636	94.82%
Drainage Utility Fund	\$103,527,366	2.53%	\$73,710,347	71.20%	\$103,188,549	99.67%
Austin Resource Recovery Fund	\$97,093,137	2.38%	\$74,698,971	76.94%	\$93,902,601	96.71%
Hotel Occupancy Tax Fund	\$96,024,482	2.35%	\$78,037,309	81.27%	\$100,825,706	105.00%
AE Debt Service Fund	\$87,236,377	2.14%	\$82,236,376	94.27%	\$82,236,376	94.27%
Transportation Fund	\$84,946,787	2.08%	\$54,777,994	64.49%	\$80,613,719	94.90%
Communications and Technology Management Fund	\$71,086,819	1.74%	\$53,457,133	75.20%	\$69,262,819	97.43%
Convention Center Operating Fund	\$63,992,950	1.57%	\$43,959,741	68.69%	\$81,675,059	127.63%
Development Services Fund	\$63,780,666	1.56%	\$43,184,247	67.71%	\$56,008,701	87.81%

City Of Oklahoma was unique in their funding model and was the only state to take sales tax not property tax collections. They then consulted with the community to vote what they wanted to see improved/built upgrades or new facilities it proved to be very successful and provided an excellent connection with the public by asking them the questions.



COMMUNICATION

RECOMMENDATIONS

- Make good communication skills a core competency skill for technical positions and provide good training to develop refine skills with organization
- Conduct employment engagement surveys to gauge staff relationships and opinions of leadership within an organization
- Sit around table and promote open conversations to discuss lessons learnt throughout projects and team meetings
- Look for opportunities to develop partnerships within other departments internally and externally
- Communication skills essential – They must run parallel to problem solving disciplines and not a secondary consideration.

TRAINING

“

TRAINING IS THE ART OF
UNDERSTANDING, NOT A FUNCTION.

- JAMES KELLY

”



WHAT DOES GOOD

TRAINING LOOK LIKE?

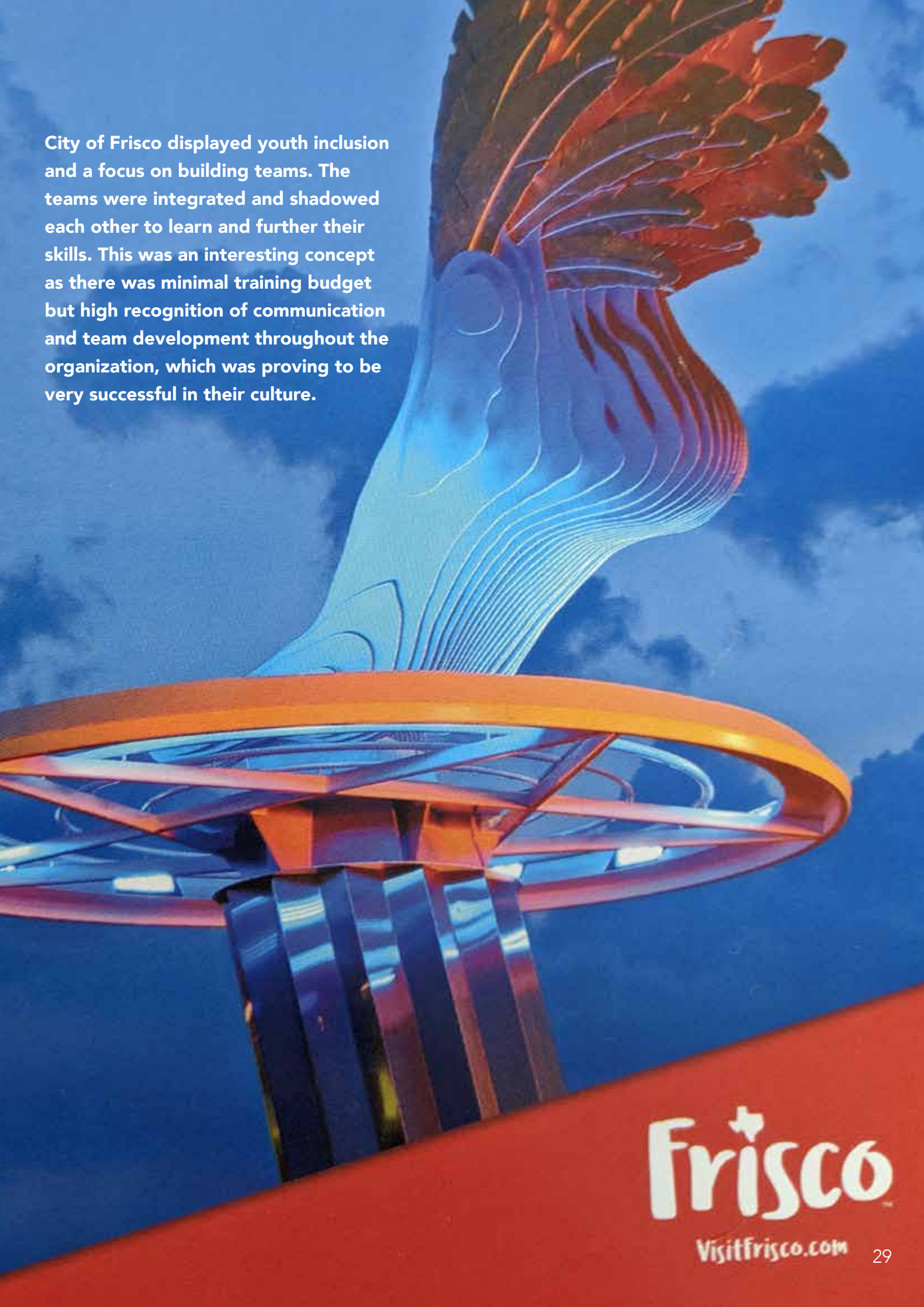
Without training people don't grow and without growth people will not progress or learn. Maintaining current skills and refreshing on new systems is crucial to empower staff through changes. If people are not trained on process and systems they are set up to fail.

WHAT DO STAFF NEED FROM US?

As we progressed through our study tour, every organisation demonstrated its own priorities on training, what type of training and where it should be focused. There was evidence of some organisations having limited levels of funding for corporate training in key areas and relied primarily on peer experiences being passed on to new employees as they progressed through the organisation. Others had placed significant funding in their training program and were utilising many different techniques in their approach to training. Some were demonstrating strong acknowledgment and understanding of training and how it does influence the culture and efficiency of the organisation and others were still in a very traditional training outlook and what they should provide. There was a huge difference in investment and responsibility across all cities visited with some investing heavily and others not. Training was also centralised through HR in some cities and others had a mixture of both, HR and the relevant department to address their specific training requirements. Some of the key observations with regards to training and its influence on leadership are outlined below:

- Training requirements need to be fit for purpose (associated to the role requirements) aligns with department requirements.
- Must be effective and the amount of time that is allocated must be relevant and engaging.
- A common mistake is over training in existing systems with no consideration for innovation and continuous improvement.
- Communicate on the training prior to any implementation, especially on the why and who does it involve. Outlines the reason for training and provided a purpose for it to the staff (greater understanding).
- Training can be provided as an outcome of feedback which can be positive or negative, this allows the staff to voice their opinions and the program to be adjusted to be more relevant to the desired outcomes.
- Teach staff to be receptive to feedback and changing with that knowledge.
- Training can induce motivation and provide a platform for innovation by continually providing opportunities to learn new things.

"Talk with your staff, including HR, to provide training in change management, continuous improvement techniques" Include training discussion in staff meetings, staff appraisals and look for gaps where training can provide a catalyst for continuous review and change as the business grows. Make a point of checking in for reflection and measuring how you are progressing as an individual and as a team.



City of Frisco displayed youth inclusion and a focus on building teams. The teams were integrated and shadowed each other to learn and further their skills. This was an interesting concept as there was minimal training budget but high recognition of communication and team development throughout the organization, which was proving to be very successful in their culture.

TRAINING

RECOMMENDATIONS

- Develop a coaching mentoring program, sharing senior skills and experience with junior staff to improve their skills (organization wide covering all levels of management)
- Develop and promote secondment opportunities within the organization to broaden experience and communication skills
- Introduce 360 degree review to understand your workforce and undertake development planning to address identified personal and organizational skills gaps
- Provide opportunities to grow and experience new skills (allow youth to shadow leaders to learn from them)
- Recognise requirement for ongoing training and budget accordingly within operation budget.
- Encourage professional development and networking opportunities through conferences and open days
- It's critical that people should be in right places to their strengths not necessarily their discipline for the organisation, encourage flexibility in this area, be open to move people around where they best fit culture (restructure smart and critical).
- Believe in that it's critical that people should be in right places to their strengths not necessarily their discipline for the organization encourage flexibility in this area be open to move people around where they best fit culture contribution (restructure smart and critical) etc
- Gender balance important concerted efforts to balance starts at recruitment
- Provide opportunities to grow and experience failure (learn from failure)

PARTNERSHIPS



WHAT ARE EFFECTIVE

PARTNERSHIPS?

During the study tour it became evident that partnerships were so important to develop and learn. For myself, this partnership with MEFV and the American host cities gave me a huge opportunity to learn through this new partnership.

During the course of partnerships, workplaces evolve. They learn about effective management, build capacity, and gain valuable experiences. Therefore, a partnership can serve as a learning mechanism that teaches you to be better at what you do and enables you to achieve your organisational goals.

There are 79 local governments in Victoria. To enhance our knowledge we need to step out of our own world and share the learnings. We have each other to learn from and should be collaborative and solve problems. During the tour it was demonstrated the value of partnering and extending the thought of partnering beyond the public works sector. In Minneapolis it was emphasised that to gain true experiences you need to invite the community to your home (your working environment), this was achieved in many forms:

Private v Public in Leadership Program

- Attracting brightest and best, utilising interns by demonstrating greater diversity of opportunities in public sector which has over 100 disciplines within it v 1 -2 disciplines at best within any organization in the private sector
- Working well with four universities on potential candidates and teaches softer skills over 18 month period
- Provide tour for potential students to come in and view the organisational and disciplines and how they work
- Provides gender balance through open days and conscious effort to make industry gender balanced

Examples of existing partnering programs:

Pathways Program

This program is designed to identify people with reduced skills and provides apprenticeship, mentoring and educational program opportunities. It was introduced to all areas of the organization and examples of great success was where it was identified that some pipe layers were able to progress to land surveyors (laborers to technical expertise the uptake showed about 10 – 20 staff had been successful in this program.

- This is a program that has been developed and demonstrated in Minneapolis for front line employees
- High level of long term staff with breadth of local knowledge and experience
- Opportunities are getting better as the program progresses

Service Workers program

This is a program where people with limited skill base due to poor education however they have been identified as showing high intelligence/attitude and communications skills, the program is designed to assist these people to upskill and be provided opportunities for progression in different skill areas. It is proving to provide efficiencies and be good for culture as staff are seeing progression and reward within the organisation.

- Introduced to all operational areas
- Trainee program for people with reduced skills
- Apprenticeship program
- Mentoring program
- Educational program that identifies growth potential and allows employee to be placed where best fits their profile
- Tuition reimbursement available and embedded into working day to reduce impact on personal/home life

City of Tulsa took us through their emergency management strategy and procedure which demonstrated a high level of partnerships and communications between organisational teams.

What the city had designed was a dedicated emergency location for emergency services to seek refuge and work on strategy during a crisis.



PARTNERSHIP

RECOMMENDATIONS

- Develop your training and consider extending existing programs and expertise to other departments or external organisations with similar demands. (running training sessions for multiple organisations to ensure numbers/consistency and provide efficiencies to the organization, assists in expanding relationships and developing greater skills)
- Be involved in school/university open days to promote the sector and demonstrate diversity of sector
- Provide open days/tours in your organization to provide an insight to the community the diversity of the organization and build an understanding of how it works
- Develop students employment program across the organisation.

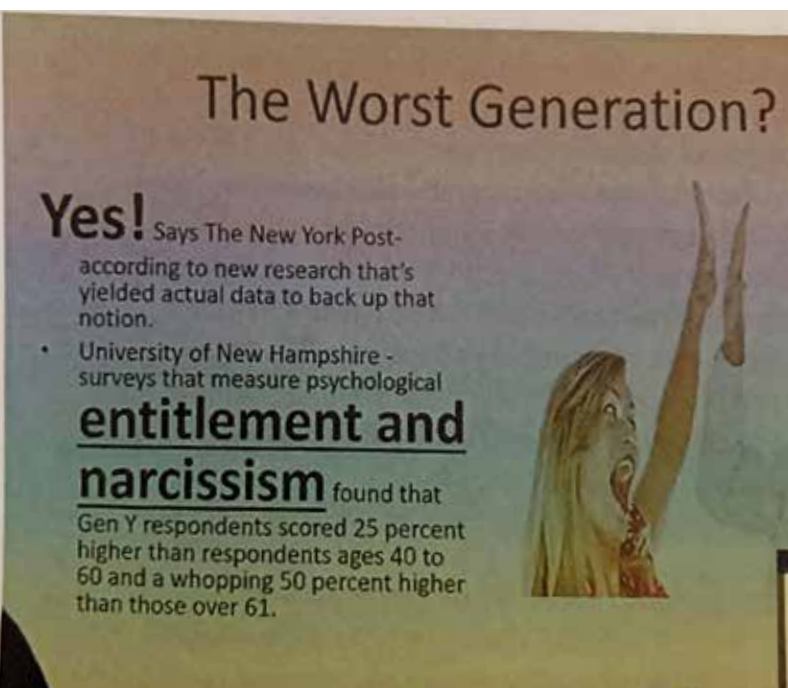
OBSERVATIONS



PWX CONFERENCE IN KANSAS

During the second week of the tour we attended the PWX Public Works Expo in Kansas City. The conference was a major highlight for me which was a huge success and a real eye opener to the scale and attendance of the conference. The location and access was excellent and very easily navigated through an APP that allowed you to review the subject matter and presentations for the day with a map to guide you to each location within the complex.

The opening ceremony was a great introduction to the diversity of the people attending the conference which provided a very valuable world wide networking opportunity within the engineering fraternity. I attended many presentations which were all very informative and facilitated free flowing exchange of questions and information. One of the most enjoyable presentations was one that related to my chosen topic of leadership and in particular generational impacts on leadership throughout the industry and indeed applied to all businesses worldwide. There were three key note speakers representing various generations. Millennial have rejected the traditionalist way of life, however these are the areas of life they need to develop most.



WHAT HAVE SOME OF OUR

OWN LEADERS IDENTIFIED AS

THE KEY TO LEADERSHIP?

Key things that make a good leader by **Simon McMillan** CEO Banyule City Council:

- To be personal - relationships, presence and have acknowledgment and respect for staff, resilience, self-reflection
- To improve existing leadership programs we need to engage the younger generation today's leaders focus on traditional methods rather than progressive methods to be realistic
- Networking and understand human behavior better
- Develop good leadership frameworks - I have yet to see a good one
- Be observant and have an eye for things that don't look right
- Technology is moving faster than we can train the staff and can isolate the older generation
- To be successful you need soft skills, relationship building, to be able to manage people, resilience
- Understanding of behaviors, self-awareness, no tunnel vision

What can we learn from **David Hallet** CEO IPWEA Victoria, about leadership and growing future leaders?

- Work with you and not for you
- Take ownership and be part of the team for your team to follow you and be led by you
- Talk to people, personal, not just work
- Understand boundaries of relationship - not friends anymore
- Good leaders are strong, open, understand behaviors you can relate to, respect, relate and trust. Don't be unreasonable and demanding
- Biggest challenge was age gaps and managing older people.
- You need to work hard and ask open questions and be vulnerable if required
- Biggest challenge in the work place going from technical to soft skills
- Ensure you are approachable
- Be aware of Tall poppy syndrome,
- Generational needs and identifying the differences
- poor communication skills create social isolation
- What can you do to encourage staff today? Manage expectations, provide succession planning - give them a future, working conditions, back to basics, security of progress
- Look after each other
- Get back to basics
- The art of conversations
- Be realistic
- Understanding human behavior
- Learn from personal and team experiences

**EVERYONE IS TRYING TO DO THE SAME THING
BUT ARE STRONG IN SOME AREAS AND
WEAKER IN OTHERS.**

**IF WE COME TOGETHER AND LEARN ABOUT
EFFECTIVE PRACTICES, SHARE OUR STRENGTHS AND LEARN
HOW TO BETTER OUR WEAKNESSES EVERYONE WILL BE
BETTER OFF.**

- JAMES KELLY

