



# 2022 LEADERSHIP & CAPABILITY DEVELOPMENT PARTNERS

## EXPRESSION OF INTEREST INFORMATION PACK

If you're a values-driven provider with an outstanding track record in high-impact leadership & capability development, we'd love to hear from U!

Contact: Chloe Hall  
GM Leadership, Organisational Capability & Workforce Planning  
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m: 0408 700 017

Deadline: Tuesday 30 November 2021



# EXPRESSION OF INTEREST: INVITATION

genU is a not-for-profit organisation delivering services and supports across disability, aged care, community & inclusion, recruitment and training in Australia.

With over 3400 staff members across 220+ locations nationally, our vision is to build inclusive communities and our mission is to create and deliver innovative services and supports that empower people to reach their full potential. This commitment to empowering people to reach their potential extends to our staff community.

One of the four strategic pillars in the [genU 2019-2024 strategic plan](#) is “Passionate and Capable People”. This pillar drives a program of work including the design and delivery of a suite of leadership and capability development initiatives in 2022. Some of these initiatives will be developed and delivered in-house, while others will be through partnerships.

We are now seeking expressions of interest from values-driven providers with an outstanding track record in high-impact leadership & capability development to partner with genU and lead the co-design, development, delivery and evaluation of one or more of the following initiatives:

- **genU Leadership Program**  
For all genU leaders – developing shared language and understanding of leadership expectations at genU (page 8)
- **Emerging Leader Program**  
For staff with the aspiration, capability and engagement to be future people leaders at genU - building a pipeline of future leaders (page 9)
- **Accelerate**  
For staff with high potential – solving real organisational problems through action learning (page 10)
- **Staff Mentoring Program**  
For all staff – connecting mentors and mentees through a mentoring platform, matching software and supporting resources (page 11)
- **Peer Connect**  
For staff and managers – building an inclusive staff community through online group development and support (page 12)
- **Capability assessment tools and supporting resources:** For all staff (page 13)

We're looking for partners who can deliver on a national scale, through a hybrid of online and face to face delivery.

**To express interest in one or more of these initiatives**, please review this pack, including the one-page overviews of each initiative, and email a proposal outlining of your approach to Chloe Hall, GM Leadership, Organisational Capability & Workforce Planning at [chloe.hall@genu.org.au](mailto:chloe.hall@genu.org.au) by COB Tuesday 30 November 2021. Please include:

- Overview of your organisation and relevant experience/clients
- Alignment between each initiative (if expressing interest in more than one)
- Underpinning theory, tools and models
- Blended/hybrid delivery approach
- Approach to building internal capability for long-term sustainability
- Impact measurement
- Proposed costings
- Team members

If you have any questions, or if you'd like to discuss your proposal, please contact Chloe Hall at the email above or on 0408 700 017.



# ABOUT GENU



**3400+ staff**

**500+ Volunteers and Students**

**220+ locations**

**5600+ Supported Clients\***

\*Disability and Aged Care services

genU is short for Generation You. Because whatever generation you belong to, whether you're young, old, or somewhere in between, what unites us is the belief that neither disability nor ageing are disadvantages to be endured but challenges to be met boldly, achievements to be had and adventures in the making.

Our vision is to build inclusive communities, and our mission is to create and deliver innovative service and supports that empower people to reach their full potential.

genU is a not-for-profit community service organisation that has 70 years of history in the Geelong region. In 2017, Karingal and St Laurence Community Services finalised a successful merger to become genU. This merger brought together two of the region's leading community organisations. Over their years of operation, both Karingal and St Laurence have grown and developed their services and supports, and today offer a diverse range of disability, mental health, aged care and employment services under the genU banner. Our experience in the provision of respite support dates back more than 40 years and we currently offer shared living and overnight respite in Geelong, Colac, Mornington Peninsula, Warrnambool and Sunbury.

genU has more than 3,400 employees across approximately 220 sites nationally. genU has created a stronger local voice for disability and aged care, and added a further dimension to Geelong being regarded as a centre of excellence in these sectors, alongside other key organisations such as the NDIA, TAC, WorkSafe and Deakin University.

genU is also signatory to the GROW Compact and as such are committed to achieve local economic and social contribution to the G21 Region through procurement and employment activities, focusing on economic development and social employment, environmental commitment and social investment.

# OUR SERVICES



genU provides services in:

- Accommodation, respite, home-based and day activities for people with a disability and their families
- Aged Care services
- Mental health support
- Employment in a supported environment at an Australian Disability Enterprise (ADE)
- Employment services, including jobactive and Disability Employment Services (DES) from more than 150 locations across Australia
- Accredited and non-accredited training, specialising in training for the Community Services sector and foundation skills courses
- Community engagement brokerage services

# OUR VALUES

## genü W.I.S.E.R



**W** WELCOMING  
We are friendly and inclusive.

### What it means

- ✓ Providing a warm and caring welcome
- ✓ Listening to understand each person and their situation
- ✓ Being honest, inclusive, and professional
- ✓ Being helpful

### What it doesn't mean

- ✗ Being distracted and ill prepared
- ✗ Making people wait for our attention
- ✗ Being bossy and directive
- ✗ Ignoring family and friends



**I** INNOVATIVE  
We are courageous, inspired and creative.

### What it means

- ✓ Proactively evaluating risk and being prepared to take it on
- ✓ Working with others to find new approaches and solutions
- ✓ Positive mindset and willingness to "give it a go", reflect and learn
- ✓ Being adaptive, curious and flexible

### What it doesn't mean

- ✗ Being dismissive and closed minded
- ✗ Being stuck in your own way of working and thinking
- ✗ Being timid, not listening
- ✗ Not collaborating



**S** SAFE  
We care for our people, our clients, our communities and the environment.

### What it means

- ✓ Calling out things that put safety at risk in a timely manner
- ✓ Everybody taking responsibility for safety
- ✓ Doing safety training and following procedures
- ✓ Stopping and thinking before acting

### What it doesn't mean

- ✗ Wilful ignorance
- ✗ Taking shortcuts (not following procedures)
- ✗ "She'll be right" attitude
- ✗ Being dismissive of the safety concerns of others



**E** EMPOWERED  
We are capable, confident and supported.

### What it means

- ✓ Feeling and being brave and purposeful
- ✓ Standing up and speaking up for what is right
- ✓ Being prepared to show vulnerability
- ✓ Having the courage and capability to empower our clients to achieve their goals

### What it doesn't mean

- ✗ Blame
- ✗ Complacency
- ✗ Gossip and negativity
- ✗ Staying silent, not speaking up



**R** RESPECTFUL  
We are caring, honest and professional.

### What it means

- ✓ We get to know each person and their story
- ✓ We are professional and caring in our approach
- ✓ We do what we say we will do
- ✓ We ask question to clarify our understanding

### What it doesn't mean

- ✗ Rushing, not being prepared
- ✗ Judging and making assumptions
- ✗ Dropping the ball
- ✗ Being cold and unhelpful

## P&C Goals



**Our People**

- Are passionate and capable
- Live our values through genU behaviours
- Are 'All safe, All The Time'



**Guiding Principles**

- Leader-led, owned by all
- Empowered through our values
- Employee experience 'at the heart'

## Leadership & Capability Development Priorities

1. Expectations of leadership are clearly understood and underpinned by genU's vision, mission and values
2. Foundations are in place to measure and assess staff capability against expected competencies and behaviours
3. A comprehensive suite of development initiatives supports practice that is agile, inclusive and innovative and that aligns with strategy and organisational goals



**STRATEGIC PLAN  
2019-2024**

**W WELCOMING**  
We are friendly and inclusive

**I INNOVATIVE**  
We are courageous, inspired and creative

**S SAFE**  
We care for our people, our communities and the environment

**E EMPOWERED**  
We are capable, confident and supported

**R RESPECTFUL**  
We are caring, honest and professional

## Capability Framework Pillars:

### WHAT WE DO



**Collective Vision** Communicate genU's vision, mission and values with clarity and passion. Ensure all work is strategically and culturally aligned, with client experience at the heart.



**Quality Client-Focused Outcomes** Maintain a strong client focus, delivering excellence and demonstrating leadership and technical ability in areas of expertise. Demonstrate commitment to workplace safety and sustainability, using resources wisely. Take action to make improvements to systems and ways of working.



**Great Ideas** Question the status quo, think beyond the norm and push boundaries to continuously improve the way we work.



**Inclusive Practice** Embrace diversity and create a safe environment for all people through inclusive systems, symbols, physical environment, language and behaviour.

### HOW WE DO IT



**Emotional Intelligence** Be authentic and transparent, self-reflective, conscious of own biases and aware of impact on others. Seek out and engage in opportunities for self-development.



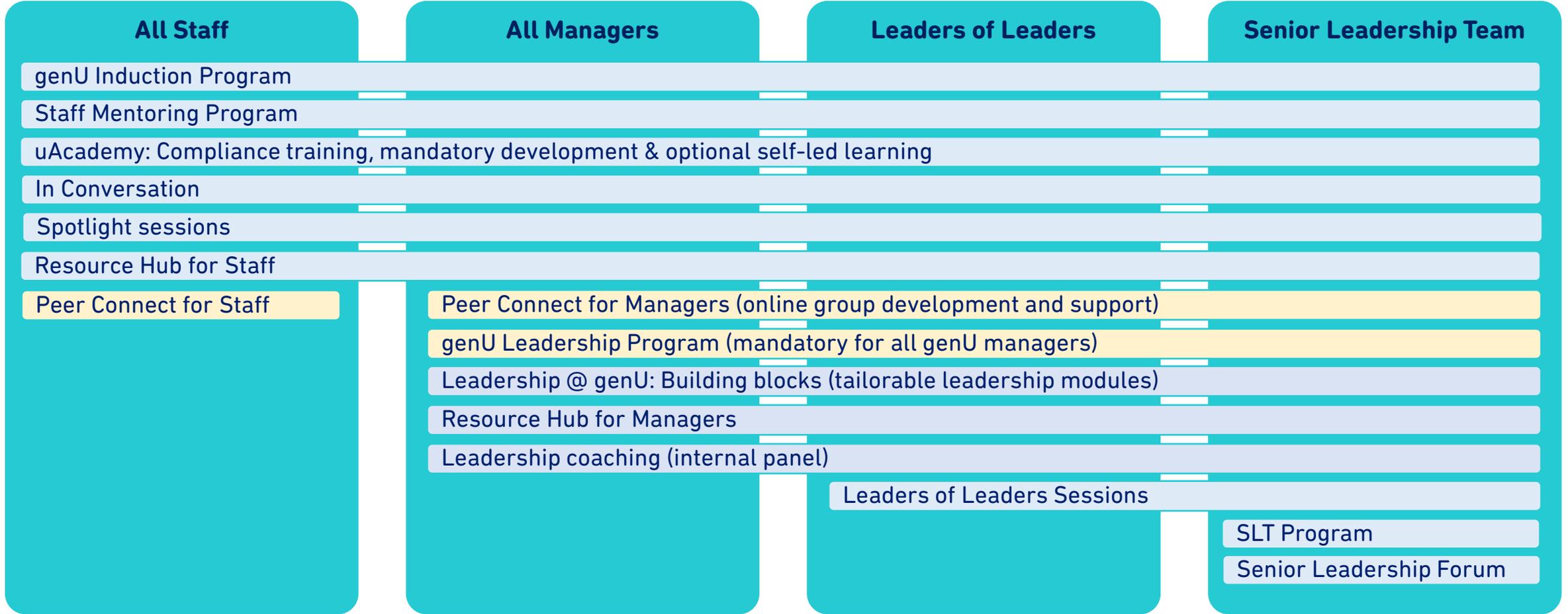
**Positive Working Relationships** Consult and collaborate to enable healthy, productive behaviours in self and others. Build respectful and mutually rewarding partnerships.



**Inspiring Leadership** Cultivate a team culture in which all members are safe to be themselves and willingly contribute their best, working collaboratively to achieve shared goals. genU leaders create a compelling vision, prioritise wellbeing, establish role clarity and shared understanding of expectations, create achievable and motivating workplans, give and receive high quality feedback, adopt a coaching approach and actively engage in team development.

Capability: A combination of knowledge, technical ability, people skills, thinking skills, drive and energy  
(Adapted from McDonald, Burke & Stewart 2017 'Systems Leadership: Creating Positive Organisations')

# DEVELOPMENT @ GENU – LEADERSHIP & CAPABILITY INITIATIVES



**Additional targeted initiatives:**

- Masterclasses
- Grad Program
- Emerging Leader Program
- Accelerate: Action Learning Program for staff identified as having high potential

■ Initiatives included in this EOI highlighted in yellow

<b>Purpose</b>	To develop a shared understanding of leadership norms, shared language and trademark behaviours promoting trust and respect, encompassing innovation and change as a genU leader connecting to genU Strategic Plan.	
<b>Summary</b>	Enhancing genU leaders' current knowledge and experience through a blended 6 month immersive development program including action learning, networking and coaching.	
<b>Audience</b>	All Current Leaders and New People Leaders to genU	
<b>Objectives</b>	<p>By participating in the program, leaders of genU will be able to model:</p> <p><b>Self-leadership strategies</b></p> <ul style="list-style-type: none"> <li>• Foster foundation of core practices focussing on mindfulness, purposefulness, reflection and practice</li> <li>• Apply key leadership principles to lead from a position of strength</li> <li>• Graduate the program with a personal leadership plan to enhance impact on the workplace</li> </ul> <p><b>Team Leadership strategies</b></p> <ul style="list-style-type: none"> <li>• Work collaboratively to achieve shared goals</li> <li>• Cultivate a team culture of psychological safety</li> <li>• Give and receive high quality feedback</li> <li>• Adopt a coaching approach and actively engage in team development</li> </ul> <p><b>Organisational Leadership strategies</b></p> <ul style="list-style-type: none"> <li>• Foster rapport and collaborative working relationships across genU</li> <li>• Enhance genU leadership capability</li> <li>• Empower a genU culture of values-led leadership</li> <li>• Connect leadership concepts with organisational strategic plan</li> </ul>	
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Online platform – SSO, multi-device accessibility, systems integration (e.g. Web based, Moodle)</li> <li>• Face to Face facilitation/group programs/workshops/group projects</li> <li>• Self-paced E-learns/Modules/Profiling tool (eg Everything DiSC)</li> <li>• Information and support (e.g. information sessions, guides, templates, training)</li> <li>• Pulse Surveys</li> <li>• Annual reporting on ROI</li> </ul>	
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Design and customisation January-February 2022</li> <li>• Launch March 2022</li> </ul>	
<b>Design approach</b>	<p>genU:</p> <ul style="list-style-type: none"> <li>• Comms distribution</li> <li>• Internal reporting</li> <li>• Liaison between Provider and internal stakeholders (e.g. ICT)</li> </ul>	<p>Provider:</p> <ul style="list-style-type: none"> <li>• LMS platform / e-learns</li> <li>• Training Guides</li> <li>• Formal instruction</li> <li>• Action learning</li> <li>• Ongoing program management, emotional and technical support</li> <li>• Evaluation of satisfaction, impact</li> </ul>

## Program pillars and deliverables

- Leading Self**
  - Blended learning experience
  - Learning objectives focussing on trust and respect to lead with awareness, confidence and humility
  - Leadership profiling tool
  - Resources (e.g. guides, self-assessments)
- Leading Teams**
  - Blended learning experience
  - Learning objectives focussing on shared leadership vision and trademark behaviours, and leader as coach methodology and practice
  - Resources (e.g. guides, e-learns)
  - Group learning
- Leading genU**
  - Blended learning experience
  - Learning objectives focussing on effectively and collaboratively leading the delivery of strategic genU initiatives
  - Resources (e.g. guides)
  - Group projects and networking activities
- Measure**
  - Clear organisational and individual objectives
  - Evaluation surveys to measure satisfaction and impact
  - Provider based people analytics – increased capability
  - Participation rates – engagement
  - Long term: improved staff retention rates
  - Medium to long term: improved employee experience surveys

## Alignment

- genU Strategic Plan 2019-2024
- WISER values: Welcoming, Innovative, Safe, Empowered, Respectful
- Capability framework
- Performance framework, including development plans
- Development @ genU initiatives



<b>Purpose</b>	Recognise the importance of the development of emerging leaders across genU, promoting a culture of life-long learning where staff enhance their own understanding of leadership and engage in a powerful shared learning experience, ensuring a continual pipeline of confident genU leaders.	
<b>Summary</b>	A blended immersive 6 month development program through interactive learning activities, micro-learning and coaching to explore the essentials of leadership to gain the insights, skills and confidence to apply key concepts of each learning area in the workplace, resulting in a group of genU leaders who are ready and capable.	
<b>Audience</b>	Staff identified as having the aspiration and engagement to become future leaders.	
<b>Objectives</b>	<p>By participating in the program, new and emerging leaders will be able to:</p> <p><b>Self-leadership strategies</b></p> <ul style="list-style-type: none"> <li>• Develop new skills to understand and leverage leadership strengths</li> <li>• Learn leadership communication styles to effectively influence others, including challenging conversations</li> <li>• Have greater self-awareness and resilience</li> <li>• Understand leadership through genU’s values-based trademark behaviours</li> </ul> <p><b>Team Leadership strategies</b></p> <ul style="list-style-type: none"> <li>• Adopt a coaching approach to lead and empower others to reach their potential</li> <li>• Support management of projects and implementation of operational plans</li> <li>• Implement and measure effectiveness of client service strategies</li> <li>• Understand knowledge and skills required for effective business and financial acumen</li> </ul> <p><b>Organisational Leadership strategies</b></p> <ul style="list-style-type: none"> <li>• Understand how to foster rapport and leverage new collaborative working relationships across genU</li> <li>• Promote innovation and understand change management core principles</li> <li>• Empower a genU culture of values-led leadership, connecting with genU strategic pillars</li> <li>• Understand genU career path as an advancement roadmap with short- and long-term benchmarks</li> </ul>	
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Online platform – SSO, multi-device accessibility, systems integration (e.g. Web based, Moodle)</li> <li>• VC / Face to Face facilitation/group programs/workshops</li> <li>• Self-paced E-learns/Modules/Profiling tool (eg Everything DiSC)</li> <li>• Information and support (e.g. information sessions, guides, templates, training)</li> <li>• Ongoing program management, technical and emotional support</li> </ul>	
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Design and customisation January-March 2022</li> <li>• Launch April 2022</li> </ul>	
<b>Design Approach</b>	<p>genU:</p> <ul style="list-style-type: none"> <li>• Comms distribution</li> <li>• Internal reporting</li> <li>• Liaison between Provider and internal stakeholders (e.g. ICT)</li> </ul>	<p>Provider:</p> <ul style="list-style-type: none"> <li>• LMS platform</li> <li>• Training Guides</li> <li>• Formal instruction</li> <li>• Action Learning</li> <li>• Ongoing program management, emotional and technical support</li> <li>• Evaluation of satisfaction, impact</li> </ul>

## Program pillars and deliverables

- Leading Self**
  - Blended learning experience
  - Learning objectives focussing on concepts of self-leadership
  - Leadership profiling tool
  - Resources (e.g. guides)
- Leading Teams**
  - Blended learning experience
  - Learning objectives focussing on effectively inspiring and leading high performing teams
  - Resources (e.g. guides)
  - Group learning
- Leading genU**
  - Blended learning experience
  - Learning objectives focussing on building skills which support organisational growth
  - Resources (e.g. guides)
  - Group projects and networking activities
- Measure**
  - Program evaluation surveys
  - Participation rates – engagement
  - Self-assessment – lift in capability and confidence
  - People analytics undertaken by Provider – increased capability
  - Medium – Long term:
    - improved employee experience surveys
    - improved internal staff progression
  - Long term: improved Staff retention rates

## Alignment

- genU Strategic Plan 2019-2024
- WISER values: Welcoming, Innovative, Safe, Empowered, Respectful
- Capability framework
- Performance framework, including development plans
- Development @ genU initiatives



<b>Purpose</b>	Creating opportunities for staff with high potential to work collaboratively across divisions and levels to solve real genU problems through action-learning		
<b>Summary</b>	6-month program offering a combination of individual development and organisational problem solving, facilitated by an action-learning specialist		
<b>Audience</b>	High potential staff at all levels and from all role-types across the organisation		
<b>Learning objectives</b>	<p>By the end of each 6-month action learning program, participants will be able to:</p> <ul style="list-style-type: none"> <li>Describe the action learning process</li> <li>Articulate personal strengths and opportunities for development</li> <li>Create a personal development action plan</li> <li>Define the elements of successful collaboration</li> <li>Distinguish between technical problems and adaptive challenges</li> <li>Use action learning to collaboratively solve systemic problems</li> <li>Use a Peer Coaching model to assist colleagues to reach their potential</li> <li>Develop recommendations to drive positive change</li> <li>Present key findings and recommendations to the Executive team</li> </ul>		
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Action learning personal development plan</li> <li>Paper outlining key findings and recommendations</li> <li>Presentation to genU Executive team</li> <li>Spotlight session (interactive online event)</li> <li>Ongoing engagement in Peer Coaching</li> </ul>		
<b>Delivery &amp; timeline</b>	<ul style="list-style-type: none"> <li>Online or face to face delivery, depending on participants' location</li> <li>4 programs to run in 2022: 2 to commence in Q2, 2 in Q3</li> <li>Each pair of projects to commence with 1-hour workshop with Exec team</li> <li>Each program includes 4-6 workshops over 6 months + self-led collaboration</li> <li>Each program to conclude with presentation of recommendations to Executive</li> <li>Evaluation (pre &amp; post each program and post each workshop)</li> <li>Full program review and impact report (end 2022)</li> </ul>		
<b>Design approach</b>	<p>Co-design:</p> <ul style="list-style-type: none"> <li>Application process</li> <li>Program design, including evaluation</li> <li>Communications</li> </ul>	<p>genU:</p> <ul style="list-style-type: none"> <li>Logistics support</li> <li>Participants' access to information, people, systems etc.</li> <li>Comms distribution</li> </ul>	<p>Provider:</p> <ul style="list-style-type: none"> <li>Workshop facilitation</li> <li>Assessment and evaluation</li> <li>Reporting on outcomes and impact</li> </ul>

## Program outline

### Workshop with Executive team

Problem identification & authorisation of participants to explore & develop recommendations

### Content overview – 4-6 sessions over 6 months:

- Introduction to action learning
- Strategic & cultural alignment: strategic pillars, WISER values
- Identifying individual strengths and opportunities for development
- Embedding development goals in action learning
- DiSC communication styles
- Collaborative problem solving
- Peer Coaching
- Action learning facilitation
- Communicating with influence
- Reflective practice

### Tools

- Strengths finder
- Personal SWOT analysis
- DiSC profile
- Peer coaching model



### Self-led collaborative problem solving sessions

Participants connect between workshops to progress the action learning project

### Paper and presentation to Executive team

Key findings and recommendations

## Alignment

- genU Strategic Plan 2019-2024
- WISER values: Welcoming, Innovative, Safe, Empowered, Respectful
- genU capability framework
- Development @ genU leadership & capability development initiatives
- Performance framework, including succession planning & talent management

## Measures of success

- Evidence of engagement, satisfaction and impact
- Pipeline of highly capable, high potential staff
- Active engagement and intention to continue Peer Coaching
- Endorsement of recommendations



# Staff mentoring program – overview

<b>Purpose</b>	Promoting a culture of learning, increasing knowledge sharing and lifting capability by creating opportunities for colleagues to connect and learn from each other across genU – either as a mentor or a mentee, or both.		
<b>Summary</b>	A mentoring platform, with matching software and supporting resources, to assist in the connection, development and progression of the genU staff community		
<b>Audience</b>	Open to all staff (3400 people across 200+ locations nationally)		
<b>Objectives</b>	By participating in the program, mentees and mentors will be able to: <ul style="list-style-type: none"> <li>• Develop new skills</li> <li>• Pursue opportunities for career progression</li> <li>• Foster relationships and networks across the genU that promote collaboration</li> <li>• Build their network</li> <li>• Learn about other areas within the organisation</li> </ul>		
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Online platform – SSO, multi-device accessibility, systems integration (e.g. TechOne, Moodle)</li> <li>• Matching software</li> <li>• Information and support (e.g. information sessions, guides, templates, training)</li> <li>• Ongoing program management and technical support</li> <li>• Annual reporting on ROI</li> </ul>		
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Design and customisation December 2021-January 2022</li> <li>• Launch February 2022</li> </ul>		
<b>Design approach</b>	<b>Co-design:</b> <ul style="list-style-type: none"> <li>• genU mentoring goals</li> <li>• Selection process</li> <li>• Measures</li> <li>• Customisation</li> <li>• Systems integration</li> <li>• Evaluation approach</li> <li>• Communications plan</li> </ul>	<b>genU:</b> <ul style="list-style-type: none"> <li>• Comms distribution</li> <li>• Internal reporting</li> <li>• Liaison between Provider and internal stakeholders (e.g. ICT)</li> </ul>	<b>Provider:</b> <ul style="list-style-type: none"> <li>• Mentoring platform &amp; software</li> <li>• Participant onboarding &amp; support</li> <li>• Complaints process</li> <li>• Ongoing program management and technical support</li> <li>• Evaluation of satisfaction, impact</li> <li>• Annual ROI report</li> </ul>
<b>Alignment</b>	<ul style="list-style-type: none"> <li>• genU Strategic Plan 2019-2024</li> <li>• WISER values: Welcoming, Innovative, Safe, Empowered, Respectful</li> <li>• Capability framework</li> <li>• Performance framework, including development plans (in development)</li> </ul>		

## Program pillars and deliverables



## Measures of success

- Program evaluation surveys – satisfaction, impact (e.g. % of goals met)
- Participation and penetration rates – engagement
- Self-assessment – lift in capability and confidence
- Representation across organisation & diversity dimensions
- Medium term: Mentee promotion and retention rates

<b>Purpose</b>	Building an inclusive staff community by enabling genU colleagues to connect, assist each other to solve real work-related challenges and learn from each other about how to successfully live and lead genU’s values to deliver the organisation’s mission
<b>Summary</b>	60-minute online facilitated group development and support sessions
<b>Audience</b>	Open to all staff – up to 20 participants per session (3500 employees (including 350 managers) across 200+ locations nationally)
<b>Objectives</b>	Staff participate in Peer Connect to: <ul style="list-style-type: none"> <li>• Discover ideas and practical tools they can immediately apply</li> <li>• Explore work-related challenges in a safe, confidential space</li> <li>• Learn more about colleagues and the organisation</li> <li>• Build their genU network</li> <li>• Develop a sense of belonging &amp; contribute to an inclusive staff community</li> </ul>
<b>Facilitation &amp; preparation</b>	Peer Connect requires an experienced facilitator and learning designer, ideally with a background in psychology, education or coaching. Each Peer Connect session requires: <ul style="list-style-type: none"> <li>• Up to 90 minutes preparation (including developing presentation)</li> <li>• 60 minutes presentation/facilitation</li> </ul> Total time required to deliver 10 sessions in 2022 = 25 hours
<b>Guiding principles</b>	<ul style="list-style-type: none"> <li>• Confidential, safe space (sessions are not recorded)</li> <li>• Tools are practical and easy to apply</li> <li>• Ideas and solutions are drawn from expertise in the virtual room</li> <li>• Based on a peer support group model</li> <li>• All sessions evaluated</li> </ul>
<b>Alignment</b>	<ul style="list-style-type: none"> <li>• WISER values: Welcoming, Innovative, Safe, Empowered, Respectful</li> <li>• genU Capability Framework</li> <li>• Development @ genU leadership &amp; capability development initiatives</li> <li>• Performance framework, including development plans</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Engagement – participation and penetration rates</li> <li>• Satisfaction and impact – evaluation survey</li> <li>• Diversity - representation across levels, role types, locations and diversity dimensions</li> </ul>

## Outline & example topics



- Peer Connect is a safe, confidential, facilitated space for colleagues to connect and learn from each other
- Each session is a combination of development (40%) and group support (60%)
- Development themes are identified by participants on registration, supported by content drawn from the genU Induction Program and genU Leadership Program. Example topics include:

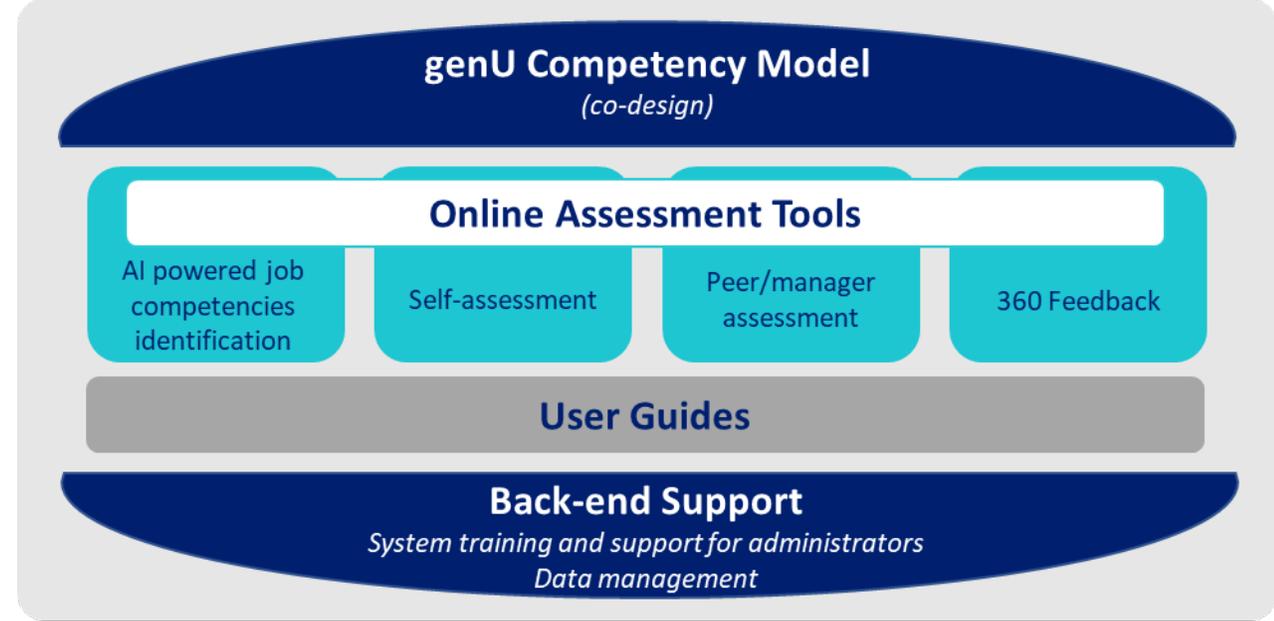
Quality conversations  
 Giving & receiving feedback  
 Flexible working  
**Communication**  
 Resilience  
 Self-care  
 Performance  
**Leading/working remotely**  
 Constructive conflict resolution

<b>Delivery &amp; timeline</b>	<ul style="list-style-type: none"> <li>• 10 x 60-minute sessions delivered monthly from February 2022, alternating between staff and manager sessions</li> <li>• Up to 20 participants per session</li> </ul>		
<b>Design approach</b>	Provider: <ul style="list-style-type: none"> <li>• Session design, including slide deck (drawing on genU material)</li> <li>• Facilitation</li> <li>• Feedback</li> <li>• Annual review &amp; recommendations for continuous improvement</li> </ul>	genU: <ul style="list-style-type: none"> <li>• Comms distribution</li> <li>• Registration process, including theme identification</li> <li>• BAU administration, including survey creation, data management and reporting</li> </ul>	Co-design/delivery: <ul style="list-style-type: none"> <li>• First session (genU to facilitate, provider to shadow)</li> <li>• Communications plan</li> </ul>



<b>Purpose</b>	<ul style="list-style-type: none"> <li>Individual: Leveraging strengths, identifying opportunities for development and building the competencies needed to thrive and grow at genU</li> <li>Organisation: Building the staff capability required to achieve genU’s strategic and cultural objectives</li> </ul>
<b>Audience</b>	<p>All staff (3400 employees (including 340 managers) across 200+ locations nationally – includes casual staff, shift workers, staff with no access to computers, staff with accessibility needs)</p>
<b>Guiding principles</b>	<p>Capability assessment tools:</p> <ul style="list-style-type: none"> <li>Psychometrically validated</li> <li>Aligned with the genU capability framework and WISER values</li> <li>Customised to be fit for purpose for genU</li> <li>Linked and integrated into existing genU systems (e.g. performance framework, HRIS, LMS, staff development initiatives)</li> <li>Accessed via SSO and multiple device types</li> <li>Easy to use</li> <li>Reportable at an individual, team and organisational level</li> </ul> <p>Supporting resources (e.g. guides, templates):</p> <ul style="list-style-type: none"> <li>Linked to genU development initiatives</li> <li>User-friendly and practical</li> </ul>
<b>Alignment</b>	<ul style="list-style-type: none"> <li>genU Strategic Plan 2019-2024</li> <li>WISER values: Welcoming, Innovative, Safe, Empowered, Respectful</li> <li>Capability framework</li> <li>Development @ genU initiatives</li> <li>Performance framework, inc succession planning, talent and development plans (in development)</li> <li>DiSC profile (genU’s preferred communication styles profiling tool)</li> </ul>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>Engagement – participation and penetration rates</li> <li>Satisfaction and impact – evaluation survey</li> <li>Identification of competency gaps (individual, team, organisation)</li> <li>Lift in staff capability and readiness for senior/other roles</li> <li>Internal promotion and retention rates</li> </ul>

## Deliverables



<b>Timeline</b>	<ul style="list-style-type: none"> <li>Design: January-March 2022</li> <li>Build &amp; test: March-May 2022</li> <li>Launch: June 2022 (ahead of July 2022 performance framework launch)</li> <li>Evaluate &amp; iterate: December 2022, June 2023, ongoing</li> </ul>		
<b>Design approach</b>	<p>Co-design:</p> <ul style="list-style-type: none"> <li>Capability assessment objectives</li> <li>Competency model</li> <li>Measures</li> <li>Process mapping</li> <li>Customisation</li> <li>Systems integration</li> <li>Evaluation approach</li> <li>Communications plan</li> </ul>	<p>Provider:</p> <ul style="list-style-type: none"> <li>Ongoing management and technical support (e.g. data management, automated comms, report generation)</li> <li>Creation of tools and supporting resources</li> <li>System training &amp; support for administrators</li> </ul>	<p>genU:</p> <ul style="list-style-type: none"> <li>Comms distribution</li> <li>Reporting</li> <li>Liaison between Provider and internal stakeholders (e.g. ICT, P&amp;C)</li> <li>BAU administration</li> </ul>



THANK YOU 