



Easy Reference Series 2
How Village Operators have applied the Retirement Living Management Capability Model

Using the Management Capability Model and its defined domains and components to re-imagine organisational recruitment and induction processes.

The Retirement Living Council’s Easy Reference Series takes a case study approach to demonstrate the ways in which organisations in the Retirement Living sector can align, integrate, adopt, or adapt the Retirement Living Council’s Management Capability Model into their organisations. The Model complements the organisation’s HR and Staff Development programs while providing an industry benchmark that defines the capabilities of agile, forward facing Village Managers and Village Sales Professionals.

The Organisation: Gannon Lifestyle Communities

Chief Executive Officer	Ms Jane Monk
Structure:	Mid-size, Dual State, Adelaide based, privately owned
Size and Scope:	600 Homes, 5 Communities, 80 Employees

The Operational Context

This organisation has a lean back office and focuses its resources at village level so as to deliver the best possible resident service. It does not have a full-time in-house HR function, however, under the leadership of the CEO, it successfully utilises outsourced HR professionals who have serviced the organisation for some time. This ‘light touch’ approach is efficient and agile in that new or realigned policies, procedures and processes can be developed as and when needed and implemented into the fast paced and changing Retirement Living Industry environment. Small but relevant changes can have large cultural and organisational impacts and leadership at Gannon is experienced at finding ways to accomplish that on a continuing basis.

The Approach

To utilise the Management Capability Model to re write the screening and recruiting processes for village and sales managers to ensure that future facing, industry capable, practising managers are recruited internally or externally. The Management Domains and Components as defined in the model and as relevant to Gannon’s needs will be reviewed and integrated into the organisation’s processes to attract, recruit, induct and retain industry leading Village Managers and Sales Professionals.



In Their Own Words

Jane said:

"I can see great value in reshaping the screening questions in the shortlisting phase and also the interview questions we put to village manager candidates, so we really focus on responses to the resident/customer experience and selected elements within each of the domains. I'm particularly interested in the forward-facing domains of innovation and change, stakeholder engagement and positive ageing and wellbeing. Our managers don't have to be experts in each domain area, but they should have a demonstrable appreciation for these capabilities and know how to address them, seek more information about them or act on them.

I also want to ensure that we examine the components in the Self-Management domain, so we do specifically address up front the ability to manage conflict and to demonstrate emotional intelligence in the right situations".

The Challenge

There is already a well-developed recruitment and induction process in place at Gannon. Realigning the processes to parallel some of the definitions and language into the screening and recruitment activity needs to take place with other changes to organisational mechanisms. This is not a barrier but it's important to get the timing and execution working together.

Summary

The roles of Village Manager and Sales Professional have always been important, however, in the context of the ever-changing Australian Retirement Living sector, getting the right fit is now crucial. The industry needs recognised practicing managers. This can occur in two ways - by supporting and up skilling those who are currently in these roles and who have been in the industry long term and by attracting new managers with different backgrounds and professional management capabilities into the sector. Both approaches are equally as important. The Management Capability Model can provide an industry benchmark, language and framework for that process.