

Easy Reference Series 3

How Village Operators have applied the Retirement Living Management Capability Model

Mapping Sales Professional’s and Village Manager’s structured enterprise training with the Retirement Living Council Management Capability Model and its ‘resident at the centre’ organisational purpose.

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 RetireAustralia’s people, culture and learning development approach while providing an industry benchmark that defines the capabilities of agile, forward facing Village Managers and Village Sales professionals.

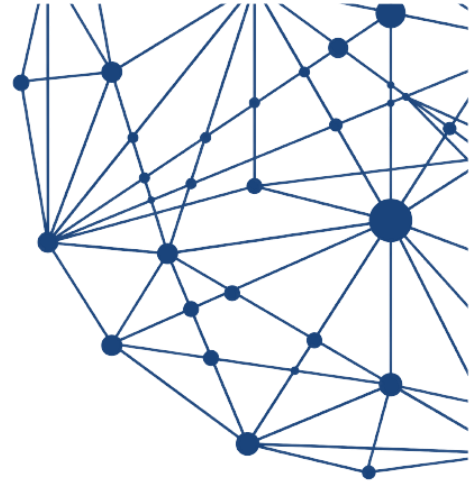
The Organisation: Retire Australia

Chief Executive Officer	Dr Brett Robinson
General Manager Culture, Strategy & Business Services	Anthony Heald
National Manager Learning & Development	Murray Humphrey
Structure:	Large, privately owned, operating across three states QLD, NSW and SA. Central Support office Brisbane based
Size and Scope:	29 villages, 5,500+ residents, 500+ employees

The Operational Context

RetireAustralia has a well-articulated organisational purpose and strategic plan with meaningfully integrated values. The organisation has dedicated People & Culture and Learning & Development teams focusing on strengthening its corporate culture, fostering a learning organisation and developing team members. RetireAustralia already has an embedded Diploma of Leadership and Management offering, which, on successful completion confers a VET accredited qualification for Village Managers. There is also a separate and well-respected program specifically for Sales Managers and Consultants, called the Sales Development Journey.

Further workforce development is planned to align role descriptions and learning and development requirements with 27 organisational and functional competencies which have been developed to support individual growth and promotion within the organisation.



The Approach

To map the Management Capability domains against units of competency within the Diploma of Leadership and Management so that the diploma can be structured to deliver a qualification outcome while also underpinning knowledge of the domain and component capabilities as defined in the Management Capability Model. While the current performance management processes within the organisation provides structured internal development, mapping formal education offerings to the Capability Model will add a clear line of sight to an external model that benchmarks desired Village and Sales Manager capabilities at an industry level. It will also link to a professional pathway for those Village and Sales Managers who wish to apply to become a Certified Practicing Village Manager (CPVM) or Certified Practicing Sales Professional (CPSP).

In Their Own Words

Murray has said:

“The mapping process was invaluable because it demonstrated that everything aligned. Our organisational expectations of role competencies, the units of competency within the Diploma structure and the domains in the Management Capability Model all interlinked. This is very powerful from an industry perspective, and it means that we can train, grow, and benchmark our Village and Sales Managers internally and externally”.

Key message

RetireAustralia General Manager Culture, Strategy & Business Services, Anthony Heald sees the Capability Model as complementary to RetireAustralia’s Learning Organisation philosophy, approach and performance processes. This is an extension strategy. Anthony believes the industry Capability Model will contribute to attracting talent to the business critical roles of village and sales management across the sector and to organisations who seek to leverage this work. An industry wide approach and standard with the resident at the centre of our business decision making is a powerful message to promote, and advocate for, the benefits of living in a retirement community.

Summary

This is just the beginning for Retire Australia’s support of the Management Capability Model. The definitions and language used to define the domains and components within those domains can be adopted by the organisation where it is seen to be relevant to its organisational purpose, strategy, and values. Purposeful mapping of competencies and capabilities can provide competitive advantage in attracting team members and meeting resident’s expectations.