



Retirement Living **Management Capability Model**

May 2022

Retirement Living Management Capability Model

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Acknowledgement of Country

The Property Council of Australia and Retirement Living Council acknowledges the tens of thousands of years of continuous custodianship and placemaking by First Nations peoples and their proud role in our shared future.

We thank them for their custodianship of Country – land, seas and skies.

We acknowledge the diversity of First Nations cultures, histories and peoples, and we pay our deepest respects to Elders past and present.



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Executive Summary

In May 2019, the Retirement Living Division of the Property Council of Australia approved a project to conceptualise and create a robust Management Capability Model for the Retirement Living Sector and engaged Anthon Consulting for this work. This Model was to be developed such that it would sit at industry level alongside the Eight Point Plan – a policy platform that delivers quality resident experience, and the Industry Code of Conduct and its accompanying standards.

The Model presented in this report responds to Point Four of the Eight Point Plan, “Improve training and professional support for village managers, sales people and other staff who engage directly with current and potential residents”, and Objective Two of the Code of Conduct, “Help implement regulation in a way that creates high and consistent standards regarding the marketing, sales and operation of Retirement Communities that are above and beyond statutory obligations.”

In scoping the work, it was recognised that a model needed to be developed that could add value to current operator practices, varied as they may be, as well as to management and sales professionalism throughout the 2700 villages in Australia. The model needed to be able to flex and withstand macro environmental influences and inputs yet still provide a yardstick and/or reference for operators of varied sizes, corporate structures, resourcing capability, and philosophical orientation.

In endorsing the Management Capability Model as the industry standard, the Retirement Living Council has focused on ensuring that governments acknowledge the sector’s efforts to develop managers of the future within a model that allows organisations to reference consistent and defined management capability standards. The Model is also a useful gap analysis tool whereby individuals or staff can plan their development and growth at an organisational level. Most importantly, village residents have a reference point that demonstrates how their needs and experiences are being recognised and therefore considered as central to village life.

The Management Capability Model places the customer/resident experience central to the model. It consists of seven domains and a total of 40 explanatory, industry-specific and original component definitions. The domain and component definitions detail clear, unambiguous high-level descriptions of the technical and behavioural characteristics of successfully performing village managers and/or sales professionals. In other words, the **Capabilities** required of those managers.

Just as there is variation in the type, size and structure of operator organisations and individual villages, so too is there variation in the duties of village managers and sales professionals as their roles vary from organisation to organisation. In some cases, the same manager undertakes both roles and in other cases they are purposefully distinct and separate. That is why Sales Professionalism is included as its own domain. This was the strong feedback from the industry, and the many background contributors and stakeholders who were interviewed for this project. Where these job roles sit side by side, the feedback was that both incumbents needed to understand each other’s duties roles to better serve the customer/resident. Where the sales function is performed by an off-site third party, the Sales Professionalism domain and its components could provide a set of guidelines for any such third party.

Introduction

Retirement Living Management Capability Model

There are two parts to the Retirement Living Management Capability Model.

Part One

A Management Capability Model that sets the industry standard for developing and maintaining the professionalism of village manager and sales manager roles.

This is an original sector wide initiative that articulates the technical and behavioural management capabilities that would be expected of high performing retirement living managers.

Part Two

A Certified Sales Professional program and Certified Village Manager program.

The Retirement Living Management Capability Model in Context

This Management Capability Model provides a conceptual industry position which represents the skills that capable managers apply in complex and changing circumstances. The Model provides a benchmark against which organisational management competencies can be compared. It is important to note that the sector-wide Management Capability Model is separate and distinct from any Competency Framework that might exist at an organisational level.

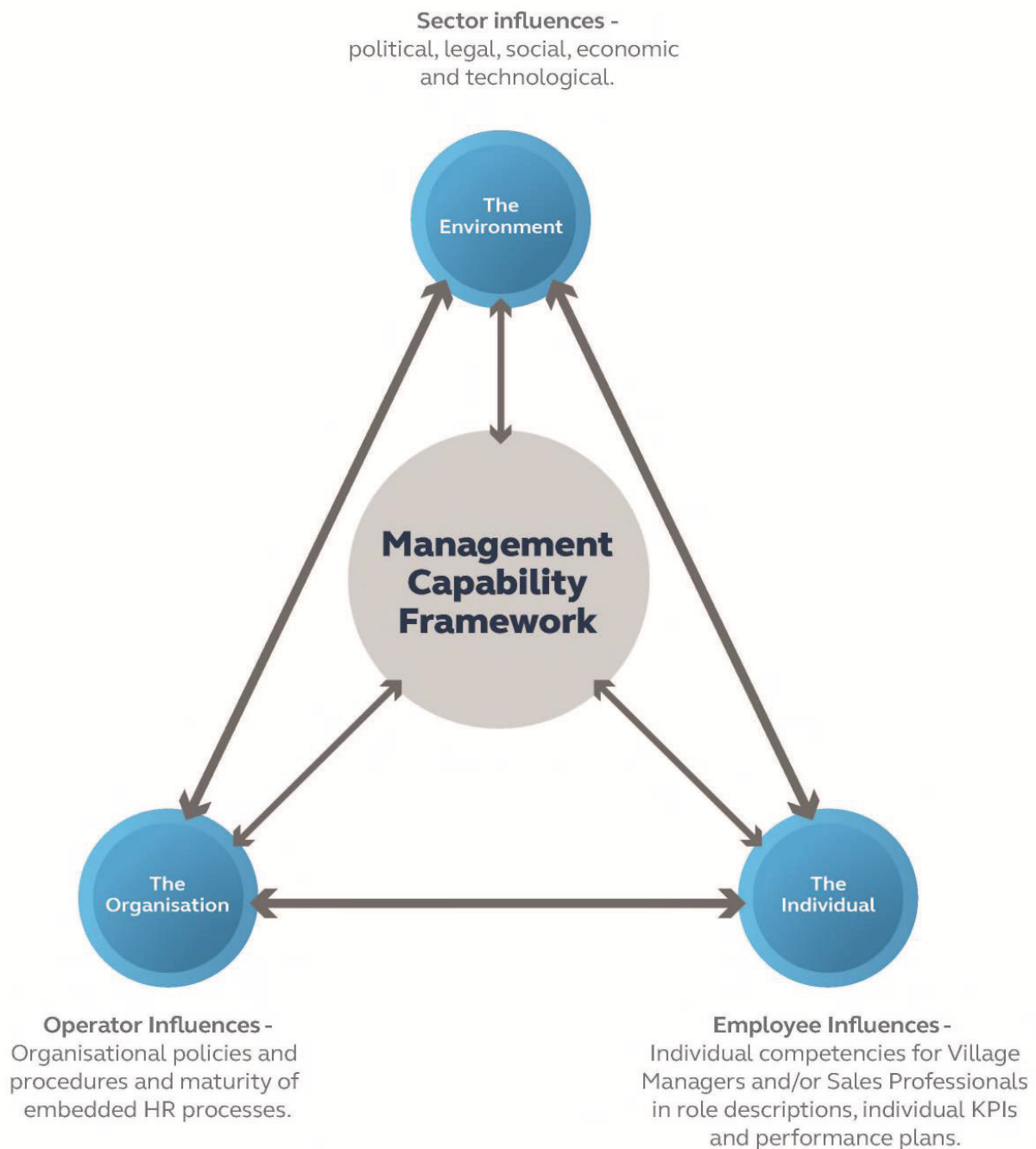
The model is built around the customer/resident experience so that management decisions and actions are undertaken through the lens of the customer/resident, but always within individual organisational context. While numerous models exist in strategy and marketing realms placing the customer at the centre, very few HR models do so. Adopting a lens approach to the customer/resident experience in relation to management activity will be industry leading.

The customer/resident experience is surrounded by seven domains or clusters of interrelated activities that describe high-level management capability at sector level as opposed to an exhaustive list of management tasks and outputs at organisational level.

The model is presented as a single model that can be referenced by both village managers and sales professionals. It incorporates a domain called Sales Professionalism, which may or may not be incorporated in village manager duties or be separate to the role. This will vary with organisational structure and underpinned by State and Territory legislation.

Each domain describes technical or behavioural management skills known as components. Both domain and component definitions represent sector-wide desired management capabilities. These descriptors have been created to be industry specific. In endorsing the Framework, the Retirement Living Council is endorsing the definitions.

To give further context, the Management Capability Model needs to be robust enough to take into account the ever-changing influences affecting the sector and its village operations. The model below shows those relationships and interdependencies.



Methodology

The Management Capability Model is based on findings from the current literature on the subject matter, and overlaid with the themes and outputs from the work already undertaken by the Property Council of Australia, the Retirement Living Council, the Property Academy, a range of government reviews of the sector, and findings by Anthon Consulting.

- An overview of the current literature on the practice and theory of management capability and competency models to determine commonalities, distinctions, approaches and frameworks.
- A review of the findings from work already undertaken by the Retirement Living Sector and associated contributors such as resident associations, governments, retirement living operators, peak bodies, and educators.
- Completion of background interviews with resident associations, peak bodies, retirement living policy makers and life members within the sector.
- Completion of major stakeholder interviews of large and small operators in the profit and not-for-profit sectors using a semi-structured interview format.
- Group workshops and interviews with the Retirement Living Council's Education Committee and its delegated representatives for endorsement.
- Formal meetings with senior management from the Retirement Living Council Division of the Property Council of Australia to ensure their feedback at each stage of the project.

Capability vs Competency Frameworks

It is important to note that the terms capability and competency are used interchangeably in the management and leadership literature when referring to frameworks. This is also replicated in practice. While both frameworks provide a set of expected skills and knowledge, there are distinctions.

A competency framework sits at organisational level and outlines the skills needed to manage 'in the now'. It lists the essential tasks and skill sets needed to perform the job at the required level, relative to the title held in the organisation and the industry in which the manager operates. It should be linked to an individual's management performance, key result areas or performance indicators, and can interface with the organisation's talent management and succession programs.

A management capability model sits at sector level and while it incorporates the 'in the now' management skills it recognises technical and behavioural skills needed to manage 'in the future'. It fosters a culture of service delivery excellence and encourages incorporation of meaningful systems to capture and manage customer complaints and feedback. It encourages innovation and critical thinking in the workplace, including change and its impact on others, as well as actively championing respect and dignity in customer/resident interactions and keeping abreast of macro

environmental influences and their impact on the industry.

Industries and sectors are more likely to develop capability frameworks for the management collective, whereas organisations will develop competency frameworks for job performance and measurement of individuals within an organisation.

A useful way to determine the differences between capability (sectorial) and competency (organisation) is shown in the table below.

Capability	Competency
Theoretical knowledge	Knowledge relevant to the workplace
Skills underpinned by theoretical knowledge	Skills relevant to the workplace
Can be applied in complex and changing circumstances	Application may be limited to defined set of circumstances
May not have a defined standard	Standard set for performance
Standard may be set by profession or external body	Standard set by regulatory process/workplace

Source: Nagarajan, R. and Prabhu, R. Dr (2015), International Journal of Management

The Retirement Living Management Capability Model is especially useful for smaller entities that do not have dedicated HR resources. Conversely if an organisation already has embedded competencies in place, a gap analysis can be undertaken against the Management Capability Model and a range of HR mechanisms such as role descriptions, performance management criteria, and development and training plans could be enhanced by referencing component capabilities as described.

The Management Capability Model

The Management Capability Model presented in this report has been developed to ensure a direct relationship with the industry endorsed Eight Point Plan and the Code of Conduct including its Accreditation Standards. It has been developed to reflect the sector's commitment to consistent, high-level village manager and/or sales professional capability. It is forward looking and aspirational, and provides a road map of what is expected of these roles.

The Model does not deliver organisational competencies at varying management levels – those being foundation, middle, senior or executive. It is not a substitute for operators determining village manager performance at an organisational level, rather it is a reference point for how the industry can upskill over time. The Model is not a training program but it can be used as a benchmark for external and in-house training and development opportunities.

While the Model refers to dispute, conflict and complaints management processes within the Operations Domain, it presupposes that formal dispute resolution and mediation is a third party process.

Customer/Resident at the Centre

Using a lens approach the customer/resident is placed at the centre of the Management Capability Model. It demonstrates that decisions are being made through the lens of care and support for the customer/resident.

The Model is offered as an integrated cluster. The domains are not discrete. Together they provide a roadmap to guide the manager and/or sales professional to take action or make decisions with the resident experience always front of mind.

The Model is a guiding document and depending on the maturity of the manager and/or organisation, different aspects within each domain will be more or less important. It allows organisational flexibility in interpretation and measurement, while delivering a consistent threshold for capability.

Seven Domains

In the context of determining this capability model, the term 'domain' refers to an area over which there is a natural clustering of interrelated management activities organised around seven themes. Managers who possess, or who are developed to possess these capabilities, may be more likely to deal effectively with the ever changing, turbulent environment in a proactive, future facing way.

Think of a domain as a descriptor for a group or cluster of activities, that are conceptually close together or are interrelated. The domain and its components are not an exhaustive listing of management tasks at the individual level.

On adoption, the Retirement Living Management Capability Model will represent the future of village and sales focus within the sector as described by seven domains. These domains describe high-level abilities that will ensure competent managers can also demonstrate consistent sector-wide capability.



While the customer/resident experience explains the orientation of this model, the word **resident** is deliberately used in the six domains highlighted in blue and the word **customer** is used in the seventh domain shown in green. This is to streamline the definitions but it is also a recognition that pre-sale has a customer orientation and post-sale is from the resident's perspective.

Seven Domains Defined

Operations

The administration of business practices to create maximum efficiency within an organisation. Would typically include planning, organising and implementing operational tasks as well as effective human resource allocation and team management. Also encompasses day to day proactive dispute and complaint management.

Governance and Compliance

The understanding, meeting or exceeding of the rules and standards required by legislation, self regulation, and accrediting bodies. Would typically include a planned and timely approach to critical and not negotiable outputs. Would also include an understanding of the process of corporate governance.

Self Management

The ability to regulate emotions, thoughts, and behaviours to deliver organisational outputs effectively in different situations. Would typically include management of complex ambiguous tasks, mastery of emotional intelligence, demonstration of resilience and self care.

Change and Innovation

The ability to determine different approaches to prepare, support and help individuals, teams, and organisations in making change or thinking of new ways to deliver products, goods and services. Can be through planned innovation or incremental continuous improvement. Would typically include communicating new directions and bringing staff and residents on the journey to achieve change.

Community Engagement

The process of anticipating and having a plan to manage the likely range of expectations of any person or any formal or informal group of people who may have an interest in the village or will be affected by operating deliverables or outputs. Would typically include the ability to scan the environment, engage and communicate, and resolve disputes with communities inside and outside of the physical village.

Population Wellness

The overall understanding of appropriate health objectives of varying groups or sub groups of residents as they age. Would typically include an understanding of the changing needs of the resident population from demographic and psychographic perspectives. Would also include an understanding of ageing, wellbeing and subsequent health related impacts.

Sales Professionalism

The process of developing a sales plan, coordinating sales operations, and implementing ethical sales techniques that allow an organisation to achieve its sales targets. Would typically include an understanding of legal instruments and contracts, sales and consumer behaviour, an ability to negotiate and to ensure appropriate choice facilitation with the customer/resident and/or their family.

Domain Components Defined

The components and their definitions are specifically tailored to the sector now and in the future. They articulate the technical and behavioural skill sets that capable managers should either be able to demonstrate or aspire to demonstrate. Capability can mean personal mastery, the ability to research and investigate concepts and the ability to access expert advice and opinion from either a shared services environment in an organisation or other specialists, or purposeful self development/education.

The domains of Self Management, Change and Innovation, and Population Wellness are the most future facing in the model.

Operations Domain

The administration of business practices to create maximum efficiency within an organisation. Would typically include planning, organising and implementing operational tasks as well as effective human resource allocation and team management. Also encompasses day to day proactive dispute and complaint management.

Operations Components:

Resident support	The purposeful time and effort undertaken by managers to deal with and respond to residents' needs.
Property and hospitality management	The organised process of delivering property and plant maintenance and upgrades in line with budget as well as to ensure seamless hospitality services so residents have the opportunity to understand and support these programs.
Financial acumen	The ability to apply financial rigor, budget discipline and analytical concepts to make sound judgements and decisions within organisational constructs.
Situational communication	The ability to differentiate situational contexts, circumstances and or specific settings in which an event or series of events occurs so that the message can be communicated to the relevant target group by the most appropriate medium to ensure clear understanding and/or any outcomes that are expected.
Effective use of human resources	The planned allocation and deployment of full time, part time or contract employees and/or teams or virtual teams so as to be maximise efficiency and productivity while remaining resident serving.
Dispute and conflict management	The skills to recognise that short-term disagreements can be managed in a timely manner by management so that the situation can be deflated and the disputants can reach a resolution or agreed outcome because the issues are negotiable.
Complaints management	The resolution of individual complaints and identification of opportunities to make systemic improvements.

Governance and Compliance Domain

The understanding, meeting or exceeding of the rules and standards required by legislation, self regulation and accrediting bodies. Would typically include a planned and timely approach to critical and not negotiable outputs. Would also include an understanding of the process of corporate governance.

Governance and Compliance Components:

Industry governance	The understanding of the legal regulatory and industry endorsed self regulatory frameworks so as to deliver transparent, accountable and ethical operations within the sector.
Organisational governance	The decision-making and undertaking of actions consistent with an operator's own governance structure, policies and procedures using organisational systems which inform process and monitor outcomes.
Legislative compliance	The adherence to laws, regulations, guidelines and specifications relevant to business operations as well as the efforts to ensure understanding of impending legislative changes and the impact that may have on residents and operational processes.
Duty of care obligations	The moral or legal obligation to ensure the safety and well-being of others through proactive policies and procedures that ensure a common understanding of the concepts of duty of care.
Workplace health and safety compliance	The understanding and monitoring of the processes required to protect residents, employees, contractors, visitors or any other people associated with the village, and sets the tone for the style, proficiency and commitment to the organisation's safety programs.
Risk management	The monitoring, evaluation and remediation of strategic risk, compliance risk, operational risk, financial risk and reputational risk.

Self Management Domain

The ability to regulate emotions, thoughts, and behaviours to deliver organisational outputs effectively in different situations. Would typically include management of complex ambiguous tasks, mastery of emotional intelligence, demonstration of resilience and self care.

Self Management Components:

Emotional intelligence	The ability to monitor one's own emotions as well as emotions in others by displaying self-awareness, self-regulation, motivation, empathy, and social skills.
Energetic focus	The awareness of the state of your personal energy and the amount of effort and focus capable of being given, within mind and body, to people, outcomes or challenges.
Adaptability	The positive ability of a person to change their actions, direction or approach to doing things in order to suit a new situation.
Critical thinking	The process of making, then communicating, logical and well thought-out judgements on the basis of observation, experience, reflection and reasoning in order to critically understand the logical connections between ideas.
Work priority management	The ability to balance and manage consistent work interruptions, pressures and meeting priorities by organising and reorganising work outputs, commitments and productivity in an agile, neutral and professional manner.
Self care	The deliberate activities that an individual undertakes in order to restore and rebalance mental, emotional, and physical health.

Change and Innovation Domain

The ability to determine different approaches to prepare, support and help individuals, teams, and organisations in making change or thinking of new ways to deliver products, goods and services. Can be through planned innovation or incremental continuous improvement. Would typically include communicating new directions and bringing staff and residents on the journey to achieve change.

Change and Innovation Components:

Change and culture management	The action of understanding the organisation's unique values, attitudes, behaviours and beliefs as they are in the present and the management of moving to the culture as it will be in the future by using change management principles to articulate the journey and engage stakeholders in the process
Quality and continuous improvement	The championing of quality processes and programs as part of everyday operations so that continual improvement to services and resultant changes to procedures and systems deliver better outcomes.
Complex problem solving	The capability to recognise, understand and create solutions to ill-defined, sometimes novel, problems within complex, real-world settings using industry or job-specific technical skills while keeping within policy guidelines and organisational budgets to the best satisfaction of constituents.
Creativity and innovation	The act of using known creative processes to generate, devise or develop new and useful ideas, concepts and methods then innovating to realise and implement those ideas to find smarter, better ways of introducing something genuinely new.
Future foresight	The mindful incorporation of a longer term view which can be influenced by trends, technology, sustainability and globalisation.

Community Engagement Domain

The process of anticipating and having a plan to manage the likely range of expectations of any person or any formal or informal group of people who may have an interest in the village or will be affected by operating deliverables or outputs. Would typically include the ability to scan the environment, engage and communicate, and resolve disputes with communities inside and outside of the physical village.

Community Engagement Components:

Community connection	The identification of opportunities and actions taken to build relationships with communities relevant to villages by understanding the power of networking with other groups or organisations in order to share ideas and collect information and create opportunity.
Social engagement	The provision of a community environment whereby residents can choose to become involved in a range of activities that enhance and extend social interaction, involvement participation and engagement.
Issues management	The process of identifying and developing a plan to resolve potential problems or issues that arise either internally as a result of problems escalated by residents, staff, suppliers, technical failures and material shortages – or from macro environmental influences and trends that impact operations, future plans and operator reputation.
Consultative communication	The adoption of a deliberate style of communication that builds trust by defining specific goals and objectives and setting expectations to increase resident participation as well as buy-in during times of change and to decrease the perceptions of imbalance of power or misguided information sharing.
Stakeholder management	The process of managing the expectation of any formal or informal group that may have an interest in, or may be affected by, a course of action and its deliverables or outputs.

Population Wellness Domain

The overall understanding of appropriate health objectives of varying groups or sub groups of residents as they age. Would typically include an understanding of the changing needs of the resident population from demographic and psychographic perspectives. Would also include an understanding of ageing, wellbeing and subsequent health related impacts.

Population Wellness Components:

Health and ageing	The consciousness of the impact of mental and physical illness on the health and safety of residents and therefore ensuring the appropriate support resources and structures are available to residents and their families in order to manage the impacts of ageing.
Wellness management	The support for an integrated and proactive approach to maximising the health potential of residents by encouraging physical, mental, intellectual, spiritual and social well-being as opposed to relying on observations about the absence of disease or infirmity.
Generational transition	The understanding of the impact of managing and communicating to more than one generation of residents within the village structure at any one time by recognising the unique behaviours and characteristics of each generation and anticipating how to best engage with them simultaneously.
Lifestyle economics	The impact of changes to income allocation on the activities, attitudes, interests, opinions, values and choices of residents and how they might lead to in economic or lifestyle behaviour or residents' self-image or self-concept.
Demographic impact	The recognition of the impact of population ageing as a powerful and transforming demographic force and the subsequent adaptation of village operations, policies and programs to appropriately accommodate the needs of demographic sub groups in residential villages.

Sales Professionalism Domain*

The process of developing a sales plan, coordinating sales operations, and implementing ethical sales techniques that allow an organisation to achieve its sales targets. Would typically include an understanding of legal instruments and contracts, sales and consumer behaviour, an ability to negotiate and to ensure appropriate choice facilitation with the customer/resident and/or their family.

Sales Professionalism Components*:

Contract management	The detailed understanding of and the ability to clearly explain the clauses, inclusions and fees articulated in the sales contract that the customer will receive when undertaking the sale or lease of the retirement living unit.
Consultative selling	The demonstration of a sales approach that focuses on relationship building to develop trust with the prospective customer and their family so that their specific needs are understood before offering an optimal sales solution.
Negotiation	The interpersonal skills to undertake positive informal interactions and formal discussions with others to reach a position or conclusion, without using manipulation, in order to agree on and finalise conditions of sale, lease, service delivery or other legal contracts.
Empathy	The sincere desire to understand or feel out the customer's needs or problems from their perspective by prioritising their emotions, thoughts and experiences through being present in the conversation, actively listening, asking clarifying questions and responding authentically
Ethical judgement	The considered reasoning about the possible scenarios and resultant actions in any given sales situation and the professional judgement that is exercised to ensure the best, fairest and most transparent solution or decision is proffered.
Choice facilitation	The philosophy that is buyer-decision oriented so that it helps buyers and/or their families recognise and manage the many other behind-the-scenes decision issues alongside of the selection of a village property that may have downstream impacts in making a purchase decision.

* Note: The deliberate use of the term customer in both the Sales Professionalism domain and component definitions. This domain relates to the buyer as a customer before they commit to being a resident.

Case Studies

Your retirement living organisation can start using the Retirement Living Management Capability Model right now.

The following case studies demonstrate the ways in which retirement living organisations can align, integrate, adopt, or adapt the Retirement Living 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 Sales Professionals and Village Managers.

Case Study 1

Enhancing the organisation's focussed commitment to the customer experience and the concept of happiness by accessing the Management Capability Model and industry framework which also places the Resident/Customer at its centre.

Structure	Boutique, privately owned, operating across two states
Size and Scope	<5 Villages, ~600 Residents, ~20 Employees

The Operational Context

The current organisational structure is as a result of a number of acquisitions of individual villages to bring together a retirement living structure under one brand. While village operations on the ground are well in hand, at the back-office level three different entities with their unique systems, processes and cultures are in the process of being combined into a single focus to deliver a more efficient, and interconnected organisation. The immutable underpinning philosophy at the organisation is that every decision that a manager makes, large or small, must take place with the resident's needs and expectations in mind.

The Approach

To use the Capability Model as one of a number of tools to support the organisation's 'resident as central to decision making' approach in order to grow village managers' capabilities. Each manager has different developmental needs - so overlaying the model when undertaking one on one professional development or coaching discussions will provide a useful industry framework that demonstrates how the resident/customer experience is central to every management decision that is made - large or small. Together with the six management domains, the additional sales domain and their 42 well defined components, the model can provide a neutral third-party reference point for CEO to Village Manager performance and growth discussions. The agreed growth plans can then be measured against the domain and component definitions with the objective to develop managers' capability to an agreed industry benchmark over time. This approach is aimed at developing managers' self confidence in decision making and proactive thinking and in the pursuit of happiness.

In Their Own Words

According to the General Manager:

"Not all of our Village or Sales Managers have formal qualifications, but every one of them has many years' experience in the Retirement Living sector. The Capability Model gives us a methodology to consider our managers' current and future skills against a third-party framework. I believe this will be a self-confidence building exercise as our managers respond to my questions and provocations about their practice, knowledge, skills, and attributes in relation to their roles. As General Manager, I will support my manager's development and help them grow in areas in which the model might challenge them - if that is required".

The Challenge

The organisation is small and has been built on an acquisition model. While it draws on the best practice of its antecedent organisations, it is still developing a consistent overarching framework that results in a consistent approach to both management actions and the resident experience every time. Village managers are village leaders and daily have fast paced and often complex decisions to make. Taking the time out to understand the Capability Model and apply for Certification will be an additional load on staff. However, the return on renewed self-confidence, the recognition of an external industry certification that recognises practicing managers knowledge, skills and attributes and the link to gaining new, forward-facing skills will be of ultimate benefit to all stakeholders in the end.

Summary

It takes determined leadership effort to give meaning to an industry model alongside the day-to-day operations in a busy, customer focussed organisation where there is little time to pause. Built in opportunities for self-reflection and growth need to be created for the Management Capability Model to have maximum impact. In an organisation that has a dogged commitment to the resident as central experience, the Model with its parallel resident hub and spoke approach will be a helpful tool.

Case Study 2

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

The Organisation: Gannon Lifestyle Communities

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

Case Study 3

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

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 Village Sales Professional or Certified Village Manager.

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.

APPENDIX

Retirement Living Management Capability Model

The model has the customer/resident at the centre (see p.9)

There are seven Domains, each of which has a number of Components (see pp.13-19).





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