NSW GOVERNMENT

HETI HEALTH EDUCATION & TRAINING

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CLOSING DATE
23 AUGUST 2019

NSW HEALTH SENIOR EXECUTIVE DEVELOPMENT PROGRAM 2019-2020

DEVELOPING A NEW CLASS OF SENIOR AND CHIEF EXECUTIVE HEALTH LEADERS

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Every care has been taken to ensure that the information contained in this prospectus is correct at the time of publication. Readers should be aware that changes to the Program can and may occur.

For more information, refer to the NSW Health Senior Executive Development Program website: www.heti.nsw.gov.au/SEDP

Ref: DOC19/4971

THE NSW HEALTH SENIOR EXECUTIVE DEVELOPMENT PROGRAM COHORT FOUR 2019-2020

GROW SENIOR LEADERSHIP POTENTIAL WITHIN NSW HEALTH

PROGRAM PURPOSE AND OBJECTIVES

The eight month Program aims to develop NSW Health senior executives and general managers with the capability to operate effectively in a broader range of senior roles within the complex and adaptive NSW Health system. The Program will build a pool of executives who may be considered suitable for future senior executive and Chief Executive positions within NSW Health.

The overarching program objectives are to build capabilities in the following key areas:

- Strategic leadership adopting a whole of health approach
- Adaptive leadership and the ability to deal with strategic challenges, complexity and change
- Collaboration across boundaries and navigating the broader health system and other government/partnering agencies
- Authority, accountability and decision-making
- The value of coaching and mentoring for self and others
- Corporate governance and political intelligence

METHODOLOGY, APPROACH AND STRUCTURE

The NSW Health Senior Executive Development Program is designed to ensure that the learning and development needs of each participant are identified accurately and addressed effectively while enabling adaptive system capacity.

The Program will incorporate core components alongside individualised learning pathways that will be based on participants' identified development needs. These will be incorporated into a dynamic individualised development plan and performance agreement for each placement. The plan and agreement will be endorsed by the Executive Sponsor.

Participants will be expected to undertake a program of assessment to successfully complete the Program that involves working on a strategic issue within NSW Health and other Program components.

A NSW Health Chief Executive will be the Program Chair to bring a unique lens to the Program design and provide a supportive and guiding role for participants.

Applications for the 2019 - 2020 NSW Health Senior Executive Development Program (Program) are invited from Tier* 2, Tier 3 and exceptional Tier 4 health leaders responsible for managing significant functions and teams. Applicants must be NSW Health employees.

The Program will commence 31 October and 1 November 2019. There are 5 two-day modules. The Program ends on 24 June 2020.

**'Tier' refers to an employee's position in their reporting line. A Chief Executive (CE) is in a Tier 1 leadership position. A person who reports to the CE is a Tier 2 leader and so on.*

"The ability to learn in an environment with so much support is very rare. The experiences are real life, the immersions are specific to our roles and the opportunity for self development is second to none."

PROGRAM CORE COMPONENTS

360° ASSESSMENT AND EXECUTIVE COACHING

360° assessment with facilitated feedback and development plan. Participants are encouraged to share relevant development objectives with their Chief Executive sponsor and Program faculty. Participants engage in six executive coaching sessions during the Program.

FIVE LEARNING MODULES

Learning modules are held in Sydney with one Module hosted by a Local Health District or Specialty Health Network where possible.

The Modules consist of two-day highly experiential intensives and cover the following five focus areas:

- Systemic Challenges and Driving Innovation
- High Performance and Positive Results
- Leading Self and Empowering Leadership
- Strategic Leadership and Shaping Culture
- Governance and Connecting Networks.

PEER LEARNING

This includes opportunities for action learning, peer coaching and accessing subject matter experts including current NSW Health system Chief Executives.

PLACEMENTS

Placements will take the form of two secondments across the eight month period in identified positions aligned to the participant's individual learning pathway and development plan. Feedback and assessment will be provided against personal and performance objectives to be outlined in a performance agreement endorsed by the Chief Executive of the placement organisation. The placements will be variable in length to a maximum of three months dependent on the suitability and availability of the identified placement position.

Placements will be coordinated by the Executive Sponsor (or delegate) of the host or placement organisation in negotiation with participants and the Health Education and Training Institute.

STRATEGIC CHALLENGE

A key element of the program design is for participants from diverse discipline and professional groups to work collaboratively on an adaptive 'wicked' problem with state-wide cross-agency relevance.

INDIVIDUALISED LEARNING NEEDS

Other learning opportunities may be made available at the discretion of the Chief Executive of the host or placement organisation including shadowing critical positions.

PROGRAM OUTCOMES

KEY PROGRAM OUTCOMES

Through participating in the Program, participants will demonstrate their readiness and potential to be an effective senior executive or Chief Executive. The Program aims to enable participants to:

01 Articulate clearly the demands and accountabilities of a senior executive and Chief Executive role, for example, leading the development of strategy, managing an effective executive team, shaping organisational culture and managing organisational performance

02 Manage the responsibilities of individual executive portfolios and demonstrate the ability to work across boundaries for the development of integrated systems

03 Engage with staff, patients, service users, carers and families of all backgrounds, enabling person-centred care within an effective organisational culture

04 Partner across the system, working within a whole of health approach taking into account NSW State Government priorities, national trends and policy drivers

05 Demonstrate political awareness, insight and taking appropriate action in the political environment

06 Critically assess the balance between governance, innovation, risk and business continuity across the system

07 Deepen self-awareness to grow personal leadership capability, including defining personal style, strengths, behaviour, values and attitudes

08 Demonstrate commitment to developing the capability of others and achieving organisational outcomes through coaching and mentoring

09 Demonstrate high level management capability and business acumen, including taking a business-oriented approach to the management of NSW Health services

10 Demonstrate confidence in strategic leadership and willingness to embrace adaptive challenges

11 Demonstrate executive presence, including using personal leadership style to influence others, hold the space and present with confidence.

ASSESSMENT CRITERIA FOR PROGRAM COMPLETION

To successfully complete the Program, participants are expected to undertake and participate in the following:

01 Attendance and participation at all Modules

02 Peer learning and strategic challenge work

03 360° assessment and feedback

04 Individual development plan and achievement of performance agreement objectives as agreed with the Executive Sponsor

05 Six executive coaching sessions (face to face, teleconference or online)

06 Two placements or secondments

07 Ongoing evaluation of the impact of the Program and identification of future success enablers assessed throughout and at the conclusion of the Program.

PROGRAM MODULE DATES

PROGRAM MODULES	DATE
Module One	31 October and 1 November 2019
Module Two	5 and 6 December 2019
Module Three	13 and 14 February 2020
Module Four	12 and 13 March 2020
Module Five	14 and 15 May 2020
Presentation Day	24 June 2020

APPLICANT SELECTION PROCESS

Selection into the Program is highly competitive and involves two stages. Stage 1 involves nomination by the Chief Executive or Executive Sponsor and completion of an application form. Applicants that progress to Stage 2 will participate in a selection process (online and in person assessment) in September 2019.

11 JULY 2019

Applications open for the Program on **11 July 2019**.

Nominated applicants submit their application to their line manager.

Line managers endorse the application and send it to the Chief Executive's Office.

23 AUGUST 2019

Chief Executives endorse the application and submit to the Health Education and Training Institute by **23 August 2019**.

Selection Process (online and in person assessment) in **mid September 2019**.

8 OCTOBER 2019

Offers made to successful participants by **8 October 2019**.

31 OCTOBER 2019

Program commences on **31 October 2019**.

PROGRAM COSTS

THE PROGRAM COSTS ARE DISTRIBUTED AS FOLLOWS

- Participant's usual salary (substantiative position) will be funded by the participating NSW Health organisation
- Costs associated with participant attendance at the Assessment Centre and Program modules (ten module days and Program Presentation day) will be funded by the participating NSW Health organisation
- For placements, participants can be cross-rotated into each other's roles. The NSW Health organisation will fund backfill costs if these are required
- Costs for travel and accommodation to attend the Assessment Centre, Modules or for placements will be sourced from within the NSW Health organisation. If required, the Health Education and Training Institute may provide a nominal contribution towards costs
- Program design, delivery (including venue) and evaluation and the Assessment Centre process will be funded by the Health Education and Training Institute. This also includes any costs required to support the involvement of the Program Chair or specialist contributors.

FOR MORE INFORMATION PLEASE CONTACT

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