



HEALTH
EDUCATION
& TRAINING



THE NEXT GENERATION OF LEADERS AND MANAGERS WITHIN NSW HEALTH PROGRAM

PROGRAM COMMENCES WITH MODULE ONE ON 26 AND 27 JULY, 2018



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KEY DATES AND PROCESSES

DATE	CHIEF EXECUTIVE OF NSW HEALTH ORGANISATION	DIRECTOR OF WORKFORCE OR OTHER SPONSOR	CANDIDATES	LINE MANAGER	HETI
26 April 2018	Names of Development Centre participants due to HETI				
7-9 May and 14-15 May 2018			Attend one-day Development Centre and develop a Personal Development Plan (PDP)		Conducts five Development Centres
12-25 May 2018	Receive reports on participants' performance at Development Centre		Receive individual feedback on Development Centre performance		Provides reports to sponsors and feedback to Development Centre participants
25-31 May 2018			Discusses PDP and individual feedback with line manager	Endorses candidates application form for the Program	
31 May 2018			Endorsed application for the Next Generation Program due to Director of Workforce or other sponsor		
5 June 2018	Nominations for the Next Generation Program due to HETI				
22 June 2018					Notifies Health organisations and sends letters to successful candidates

Program commences 26 - 27 July 2018

WELCOME

The Health Education and Training Institute (HETI) is pleased to announce that a second cohort of the Next Generation of Leaders and Managers within NSW Health Program is scheduled to commence on 26 July 2018.

This two-year Program aims to develop NSW Health managers and leaders of the future. The Program will enable participants to unlock their capabilities to proactively pursue strategies for improved service delivery within NSW Health. In this way, HETI aims to foster a culture of excellence, innovation and collaboration to ensure the delivery of safe, high quality healthcare to patients, families, carers and communities.

CORE COMPONENTS OF THE PROGRAM

The Program is delivered via a combination of innovative learning methods including mentoring, observation, work placements, assessment, group and individual work.

As part of the Program selected candidates must attend one of the Next Generation Development Centres scheduled for **7-9 May** and **14-15 May 2018**. (For more details see attached Development Centre information sheet, page 5).

The Development Centre is an exciting and innovative model dedicated to developing the leadership capabilities of NSW Health staff who are at the beginning of their management career through a comprehensive learning and assessment process. At the one-day workshops participants will learn more about their strengths by undertaking a series of validated developmental exercises.

- ▶ Undertaking the Diploma of Leadership and Management (BSB51915)
- ▶ Personal development plans
- ▶ Completing a Business Improvement Project
- ▶ Workplace development
- ▶ Learning how to lead and manage self and others
- ▶ Participating in a mentoring program
- ▶ Reflective practice through experiential learning
- ▶ Presentation skills
- ▶ Action Learning Sets
- ▶ Undertaking professional development opportunities through 360° assessments and Strengths Finder exercises
- ▶ Participating in shared digital platforms such as Yammer.



WORKPLACE DEVELOPMENT FOCUS

Workplace development is a central component of the Program and will expose participants to a wide variety of experiences within NSW Health in order to gain a broader understanding of the NSW Health system. Participants can undertake placements within a range of business functions including: finance, operations, population health and planning, health informatics, corporate and clinical governance and other areas.

Work placements can range from a minimum of four weeks to a maximum of six months. The number, length and location of the placements will be dependent on both the participant and the NSW Health organisation's needs. Placement arrangements for each participant will be determined in discussion with the NSW Health organisation and HETI.

MENTOR SUPPORT AND DEVELOPMENT

Mentor support and development is incorporated into the Program's second year to ensure participants are effectively guided and supported. Health organisations will be requested to assist Participants to identify a suitable mentor. Mentors will not hold a supervisory role in relation to the participant, but will act as a role model and advisor. The mentor will assist Participants to network and develop connections within NSW Health.

PROGRAM COSTS

- Participant salaries will be funded by their home NSW Health organisation
- Travel and accommodation costs associated with attendance at the Program modules will be funded by the participant's home NSW Health organisation
- Costs associated with participants attending the Next Generation Development Centre including online capability evaluations, behavioural interviews, group exercises and the development report will be funded by HETI (excluding travel and accommodation)
- The costs associated with the delivery of the Diploma of Leadership and Management (BSB51915) will be funded by HETI
- Program operational costs including design, delivery (including venue) and evaluation will be funded by HETI
- Accommodation and travel costs for workplace development outside the home NSW Health organisation will be funded by the Ministry of Health.



WHO CAN APPLY

Candidates need to be currently working within a NSW Health organisation and in the early stages of their health management career. (For more information about criteria please see information for candidates attached, page 9).

Candidates need to either be nominated by, or gain the support of, their manager.

A minimum of four positions have been allocated for Aboriginal and/or Torres Strait Islander candidates.



THE NEXT GENERATION DEVELOPMENT CENTRE

Unlocking Leadership Potential

The Next Generation Development Centre is an exciting opportunity for NSW Health staff who demonstrate leadership potential and who intend to apply for the second cohort of the Next Generation of Leaders and Managers within NSW Health Program which commences on 26 July 2018.

This will also suit NSW Health staff who, while not intending to apply for the Next Generation Program, are at the beginning of their leadership and management careers and would benefit from this exciting and innovative model dedicated to developing leadership capabilities.

CANDIDATE SELECTION PROCESS

HETI invites each NSW Health Organisation to select five staff members to participate in the Development Centre including Aboriginal and/or Torres Strait Islander staff. (Application Forms on pages 11 and 17)

**80 places
available
7-9 May and
14-15 May 2018**

KEY COMPONENTS OF THE DEVELOPMENT CENTRE

Activities are based upon seven [NSW Public Service Capabilities](#). The core components of the Development Centre and its delivery include:

- One-on-one interviews, role play, group work, interactive, real-world simulation
- Immediate feedback on their performance as they progress through the activities
- A Personalised Development Plan for participants to share with their line manager.

CRITERIA FOR CANDIDATES

Candidates will:

- Be in the early stage of their health management career, for example an Administrative Officer Level 6 to Health Manager Level 1
- Aspire to take the next step and progress into a more senior leadership and management role
- Demonstrate their potential to exercise leadership and management capability
- Be open to feedback and willing to develop themselves in response to that feedback.

The names of candidates attending the Development Centre need to be forwarded to HETI by the **26 April 2018**.

Please note that NSW Health organisations will be required to cover any travel and accommodation costs for participants to attend the Development Centre.

NEXT STEPS

Complete the attached Development Centre Application Form with details of your candidates on pages 17 and 18.



PROGRAM INFORMATION FOR NSW HEALTH ORGANISATION MANAGERS

HETI invites managers and supervisors in NSW Health organisations to nominate candidates in their workplace who demonstrate management and leadership potential to take part in the second cohort of the Next Generation of Leaders and Managers within NSW Health Program starting 26 July 2018.

The Program benefits NSW Health organisations as it allows participants to build their leadership and management capabilities, which is of value for succession planning within organisations and the improvement of overall patient care outcomes.

To assist organisations with nominating the most appropriate candidates, HETI will provide a report on the performance of participants who have already attended the Next Generation Development Centre (see Development Centre information attached on page 5).

Organisations are encouraged to nominate appropriate staff who are Aboriginal or Torres Strait Islander for the Program.

SUPPORT FROM ORGANISATION SPONSOR

HETI recommends that the Chief Executive of the organisation nominate a 'sponsor' to support the participants in their learning journey. Sponsors will be expected to meet with participants regularly to give encouragement, guidance and to assist them in identifying a suitable mentor. Sponsors will also be invited to attend regular teleconference meetings with HETI to discuss progress and implementation of the Program.

When selecting candidates it is important to consider the time they will be required to commit to completing the two-year Program.

STEP-BY-STEP SELECTION PROCESS

STEP 1

NSW Health organisations send the form with details of their selected candidates for the Development Centre to HETI by **26 April 2018**.

STEP 2

Candidates attend one of the Development Centres scheduled on **7-9 May** and **14-15 May 2018** (for more on this see attached Development Centre information sheet).

STEP 3

Following attendance at the Development Centre, individualised reports on participants will be provided to NSW Health organisations between **12-25 May 2018** to assist in the selection of their most appropriate candidates for the Next Generation Program.

STEP 4

NSW Health organisations send in their Next Generation Program Application Forms to HETI by **5 June 2018**.

STEP 5

HETI notifies successful candidates by **22 June 2018**.

POTENTIAL CANDIDATES SHOULD HAVE THE FOLLOWING CRITERIA:

- ▶ In the early stage of their health management career (Administrative Officer Level 6 to Health Manager Level 1)
- ▶ Aspire to taking the next step and progress into a more senior leadership and management role
- ▶ Demonstrate their potential to exercise leadership and management capability
- ▶ Open to feedback and willing to develop themselves in response to that feedback
- ▶ Ability to commit to a two-year program that includes workplace development and nine two-day modules



PROGRAM INFORMATION FOR CANDIDATES

If you are working within a NSW Health organisation and are interested in unlocking your leadership and management potential, then you should consider taking part in HETI's Next Generation of Leaders and Managers within NSW Health program.

Central to the Program is to expose Participants to a wide variety of experiences within NSW Health in order to gain a broader understanding of the health system.

ELIGIBILITY CRITERIA

To be eligible for the Program candidates need to be currently working within a NSW Health organisation and meet the following criteria:

- ▶ At the beginning of their health management career
- ▶ Aspire to step into challenging leadership and management roles
- ▶ Have the potential to exercise the leadership and management capability required
- ▶ Are able to commit to a two-year program that includes workplace development

PROGRAM STRUCTURE & DELIVERY

Consists of nine two-day modules over two years. These modules will mainly be located in Sydney with one or two held in a regional location.

YEAR ONE

Focuses on foundational leadership and management knowledge and skills through the completion of a formal qualification, the Diploma of Leadership and Management (BSB51915).

YEAR TWO

Provides Participants with the opportunity to put the operational and strategic application of knowledge and skills into practice. Work placements will range from a minimum of four weeks to a maximum of six months.

PROGRAM BENEFITS

The Program is contextualised for staff working in Local Health Districts, Specialty Health Networks, the Ministry of Health and NSW Health Pillar organisations. A minimum of four positions have been allocated for Aboriginal and/or Torres Strait Islander participants.

Capability Development includes:

- Developing and leading self and others
- Operational strategy
- Leadership: collective, ethical, transformational and adaptive
- Whole of health context and integration
- Creating healthy learning cultures
- Communicating and collaborating
- Quality improvement, innovation and patient safety
- Leading and managing people
- Patient and person-centred values and cultures of effectiveness.

HOW TO APPLY

Admission to the course is through nomination by your line manager. Outlined below is the step-by-step selection process:

- STEP 1** Discuss your interest in the Program with your line manager.
- STEP 2** Attend one of the Next Generation Development Centres scheduled for **7-9 May and 14-15 May 2018** and design your Personalised Development Plan.
- STEP 3** Discuss your Personalised Development Plan with your line manager.
- STEP 4** Complete an application form and return it to your Director of Workforce or other sponsor for submission to HETI by **31 May 2018**.
- STEP 5** HETI will contact successful candidates confirming their place in the Program by **22 June 2018**.



THE NEXT GENERATION OF LEADERS AND MANAGERS WITHIN NSW HEALTH PROGRAM

APPLICATION FORM

CONTACT DETAILS

Title	Mr	Mrs	Ms	Miss	Other
Given name(s)					
Surname					
Email address					
Telephone (work)					
Telephone (mobile)					
Please indicate your residency status					
Current position					
Current NSW Health organisation					

EDUCATION AND WORK EXPERIENCE

Please provide a current, brief Curriculum Vitae (CV) with a maximum of three pages as an attachment. This should include any qualifications and work experience.

Include any other management or leadership courses you have previously attended including the dates.

Work experience information should include details about YOUR employer, position, responsibilities and dates the positions were held.

AREAS OF INTEREST

01 identify the areas of NSW Health you are interested in working in and why you are interested in furthering your career in this area, e.g. finance, operations, workforce, population health and planning, corporate and clinical governance and health informatics management (Maximum 250 words).

02 Outline why you are passionate about working in NSW Health (Maximum 250 words).

03 **Outline what you would like to achieve by participating in the Next Generation of Leaders and Managers within NSW Health Program (Program)**
(Maximum 250 words).

04 **Outline your strengths and why you should be considered for the Program**
(Maximum 250 words).

05 Provide information about any special considerations or requirements for your participation in the Program, including any planned leave or future commitments that will impact undertaking this two-year Program.

ADDITIONAL DEMOGRAPHIC INFORMATION

The following information will be used for evaluation purposes and will not impact on your application into the Program.

What is your age?	18-24 years old	35-44 years old
	25-34 years old	45 years and older
Gender	Male	Female
		Unspecified
Are you Aboriginal or Torres Strait Islander and identify as such in your workplace?	Yes - Aboriginal	Yes - Torres Strait Islander
	Yes - Both	No
	I'd prefer not to say	
	An Aboriginal and/or Torres Strait Islander person is of Aboriginal and/or Torres Strait Islander descent who identifies as such and is accepted by the Aboriginal and/or Torres Strait Islander community as an Aboriginal and/or Torres Strait Islander person.	

DETAILS OF LINE MANAGER

Full name

Position title

Work email address

Has there been a formal disciplinary outcome for this applicant in the last 12 months to 2 years?

Yes

No

LINE MANAGER'S ENDORSEMENT

As the candidate's line manager, you are aware of the commitment required by participants to complete all aspects of the Program.

As the candidate's line manager I agree:

- That I endorse and support the candidate's application
- To support the candidate, if selected, to attend all aspects of the Program.

Would you like to add any comments in support of this endorsement?

Signature

Electronic signature
is acceptable

Date

DECLARATION

I declare that the information on this form is correct and complete. I acknowledge that the provision of incorrect information or the withholding of any information relating to my employment record or permanent residency status may result in my withdrawal from the Program.

In signing this application, I acknowledge that I will comply with the following:

- I give permission for details in this application to be given to my home organisation and the Health Education and Training Institute
- I give permission for information collected about me through the recruitment process such as interview notes and online capability assessments to be shared with my home organisation
- I agree to the following criteria for Program completion (please tick):
 - Active attendance at all Program modules
 - Meeting all Diploma of Leadership and Management requirements, including undertaking a Business Improvement Project
 - Completion of a 360° assessment and feedback
 - Undertaking two work placements for development purposes
 - Completion of an individual development plan with placement supervisors
 - Participating in a mentoring program
 - Participation in ongoing evaluation of the Program and identification of future success enablers throughout and at the conclusion of the Program

Signature

Electronic signature
is acceptable

Date

FINALISING YOUR APPLICATION

THIS SECTION IS TO ENSURE THAT YOU HAVE ADDRESSED ALL OF THE REQUIREMENTS OF THE APPLICATION PROCESS.

Checklist:

- Completed all sections of the application form
- Submitted your CV with your application form
- Application approved by an authorised line manager
- Completed application submitted to the Director of Workforce or other sponsor for your NSW Health organisation

Please submit your completed application form and supporting documents to your NSW health organisation's Director of Workforce or other Sponsor by COB Thursday, 31 May 2018.

If you have any questions relating to the application process, please contact Jane Fisher, Manager, Next Generation of Leaders and Managers within NSW Health Program via email at HETI-NextGen@health.nsw.gov.au or phone 02 9844 6127.



HEALTH
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DEVELOPMENT CENTRE

APPLICATION FORM

Please forward the names of up to five candidates to attend the Next Generation Development Centre to HETI by email to: HETI-NextGen@health.nsw.gov.au by **Thursday, 26 April 2018**

Name

Position

Email

Phone number

Is this nominee intending to apply for the Next Generation of Leaders and Managers within NSW Health Program?

Yes

No

Name

Position

Email

Phone number

Is this nominee intending to apply for the Next Generation of Leaders and Managers within NSW Health Program?

Yes

No

Name

Position

Email

Phone number

Is this nominee intending to apply for the Next Generation of Leaders and Managers within NSW Health Program?

Yes

No

Name

Position

Email

Phone number

Is this nominee intending to apply for the Next Generation of Leaders and Managers within NSW Health Program? Yes No

Name

Position

Email

Phone number

Is this nominee intending to apply for the Next Generation of Leaders and Managers within NSW Health Program? Yes No

FURTHER INFORMATION

For more information about the Next Generation of Leaders and Managers within NSW Health Program

E HETI-NextGen@health.nsw.gov.au

or contact Jane Fisher, Manager,
Next Generation of Leaders and Managers within NSW Health Program

T 02 9844 6127