



HEALTH  
EDUCATION  
& TRAINING

# The Next Generation of Leaders and Managers within NSW Health Program

2020  
Cohort  
Four

PROGRAM COMMENCES WITH MODULE ONE ON 21 AND 22 JULY 2020



# The Next Generation of Leaders and Managers within NSW Health Program 2020 Cohort Four

Unlocking leadership and management potential

This Program aims to develop emerging NSW Health managers and leaders 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.

## PROGRAM OUTCOMES

By the end of the Program, participants will:

- Complete the BSB51918 Diploma of Leadership and Management
- Critically reflect on work practice, management style and organisational culture, drawing on contemporary leadership and management theory
- Practice self-development activities to grow personal leadership capability
- Demonstrate people management skills to effectively operationalise strategy
- Lead and participate in development activities within peer learning groups, seeking and providing constructive, specific feedback in a timely manner
- Build appropriate rapport through dialogue with patients, their families, carers and other internal/external stakeholders
- Use open-ended and higher-order questions to identify key issues, elicit other points of view and clarify understanding
- Apply a personal approach to leadership, defining personal style, strengths, behaviour and values
- Demonstrate an understanding of the broader health system through visits to NSW Health organisations, the completion of a strategic challenge and a variety of guest speakers
- Plan, lead and undertake work requiring a team approach to delivery.



**Health**  
Registered Training  
Organisation

RTO: 90198



### **CRITERIA FOR PROGRAM COMPLETION**

To successfully complete the Program, participants are expected to:

- Attend and participate at all modules (refer to page 7 for module dates)
- Complete the BSB51918 Diploma of Leadership and Management. This is a prerequisite for entry into Year Two of the Program
- Complete a Business Improvement Project
- Participate in peer learning and strategic challenge work
- Complete two workplace development placements
- Undertake the 360° assessment and receive feedback
- Participate in a mentoring program.

## PROGRAM CORE COMPONENTS

The two-year Program is delivered through a blend of innovative learning methods including face-to-face workshops, working in teams, mentoring and work placements.

### YEAR ONE

**Year One** focuses on building participants' foundational leadership and management knowledge and skills through completing the BSB51918 Diploma of Leadership and Management in five two-day modules delivered by the NSW Health Registered Training Organisation 90198. As well as attending all modules, participants are required to undertake approximately eight hours a week of self-study and workplace learning to meet the assessment requirements.

#### BUSINESS IMPROVEMENT PROJECT

As part of the BSB51918 Diploma of Leadership and Management, participants undertake and complete a Business Improvement Project that focuses on an opportunity for improvement in their NSW Health Organisation. The Business Improvement Project consists of a series of assessment tasks (running across several modules of the Diploma) which involve developing the project scope and planning, implementing and evaluating the project. At the commencement of year 2, participants will formally present their project to an audience of invited guests.

### YEAR TWO

**Year Two** focuses on developing the individual's leadership capabilities and provides the opportunity for participants to practise collective leadership by addressing a strategic challenge. The methodology of Year Two is based on the NSW Health Leadership and Management Framework. The Framework includes five domains of leadership designed to facilitate developmental change in individuals and to construct new forms of leadership in healthcare organisations committed to providing high level, patient-centred care.

#### WORKPLACE DEVELOPMENT PLACEMENTS

Development placements allow participants to be exposed to a variety of experiences within NSW Health and gain a broader understanding of the NSW Health system. Two placements are to be completed, one between two and six months and another between one and four weeks. The length and location of the placements will be dependent on both the participant and their NSW Health organisation's needs.

#### MENTORING

Mentor support and development are incorporated into the Program to ensure participants are effectively guided and supported to be future leaders. Mentors act as role models and advisors to assist participants to network and develop connections within NSW Health.

#### STRATEGIC CHALLENGE

Working in a small team, participants will be linked to a health service to undertake a strategic challenge, conducting research and developing recommendations on a wicked problem that the service is experiencing which has no easy, technical solution.



## ELIGIBILITY CRITERIA

Candidates need to be currently working for a NSW Health organisation and meet the following criteria:

- Employed by NSW Health for the duration of the Program
- At the beginning of their health management career: for example, they are in roles ranging from Administrative Officer Level Six to Health Manager Level One
- Have undertaken the selection process for entry into the Program by attending a one-day Next Generation Development Centre (refer to page 6)
- Aspire to step into challenging leadership and management roles
- Demonstrate the potential to exercise the leadership and management capability required
- Can commit to a two-year program that includes two workplace development placements; one up to four weeks, one up to six months
- Possess the literacy, language, numeracy and computer skills required to undertake the written assignments at diploma level
- Have the written approval and support of their line manager and their Chief Executive (or their representative) to attend the workshops and complete the requirements of the Program.

Applicants from different backgrounds are encouraged to apply, including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds and people with disability. A minimum of four positions have been allocated for participants who identify as Aboriginal and/or Torres Strait Islander.

## PROGRAM SUPPORT

The Program is committed to providing an inclusive experience for participants. Support and assistance to ensure access and equity can be provided on a case-by-case basis for people of diverse backgrounds and abilities.

## CANDIDATE SELECTION PROCESS

<b>21 February 2020</b>	Last date for NSW Health organisations to submit nominations for the Development Centre to HETI
<b>10, 11 or 12 March 2020</b>	Nominated applicants attend a one-day Development Centre in North Sydney
<b>25 March 2020</b>	NSW Health organisations nominate their preferred candidates for entry into the Program to HETI
<b>30 April 2020</b>	HETI notifies successful candidates
<b>21 July 2020</b>	Program commences

## SELECTION PROCESS

Selected candidates who intend to apply for the Program will be invited to participate in a Development Centre in North Sydney on 10, 11 or 12 March 2020. The Development Centre will assess candidates against the NSW Public Service Commission's Capability Framework. All candidates and their NSW Health organisations will receive a report and information on their leadership development following the Development Centre, regardless of their entry into the Program. Assistance and reasonable adjustment will be available through all stages of the recruitment process. Communication during the recruitment process will be by phone and email. If you need an alternative communication method, please advise in your nomination form.

## PROGRAM COSTS

- Participant salaries will be funded by their NSW Health organisation for the duration of the Program and while undertaking their two development placements
- Travel and accommodation costs associated with attendance at the Program modules will be funded by the participant's NSW Health organisation
- Costs associated with participants attending the selection process 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 BSB51918 Diploma of Leadership and Management 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 development placements outside the home NSW Health organisation may be funded by the Ministry of Health.



**PROGRAM MODULE DATES**

YEAR ONE: BSB51918 DIPLOMA OF LEADERSHIP AND MANAGEMENT				
MODULE ONE	MODULE TWO	MODULE THREE	MODULE FOUR	MODULE FIVE
21 and 22 July 2020 08:30 – 17:00 Sydney	16 and 17 September 2020 08:30 – 17:00 Sydney	24 and 25 November 2020 08:30 – 17:00 Sydney	16 and 17 February 2021 08:30 – 17:00 Sydney	19 and 20 May 2021 08:30 – 17:00 Sydney
<p><b>BSBMGT605</b> Provide leadership across the organisation</p> <p><b>BSBWOR502</b> Lead and manage team effectiveness</p>	<p><b>BSBPMG522</b> Undertake project work</p> <p><b>BSBMGT517</b> Manage operational plans</p> <p><b>BSBFIM501</b> Manage budgets and financial plans</p>	<p><b>BSBLDR502</b> Lead and manage effective workplace relationships</p> <p><b>BSBLDR513</b> Communicate with influence</p> <p><b>BSBLDR511</b> Develop and use emotional intelligence</p>	<p><b>BSBMGT516</b> Facilitate continuous improvement</p> <p><b>BSBINN502</b> Build and sustain an innovative work environment</p>	<p><b>BSBMGT502</b> Manage people performance</p> <p><b>PSPGEN048</b> Support coaching and mentoring</p>
<b>BUSINESS IMPROVEMENT PROJECT, MENTORING</b>				

YEAR TWO: LEADERSHIP AND MANAGEMENT DOMAINS				
MODULE SIX	MODULE SEVEN	MODULE EIGHT	MODULE NINE	GRADUATION
17 and 18 August 2021 08:30 – 17:00 Sydney	17 and 18 November 2021 08:30 – 17:00 Sydney	15 and 16 February 2022 08:30 – 17:00 Regional site	18 and 19 May 2022 08:30 – 17:00 Metro site	20 July 2022 13:00 – 17:00 Sydney
Foundations of leadership and achieving outcomes	Leading self, engaging people and building relationships	Partnering and collaborating	Transforming the system	Graduation
<b>STRATEGIC CHALLENGE, MENTORING AND DEVELOPMENT PLACEMENTS</b>				



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**E** [HETI-NextGen@health.nsw.gov.au](mailto:HETI-NextGen@health.nsw.gov.au)

**T** 02 9844 6166

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