

THE NEXT
GENERATION
OF LEADERS
& MANAGERS
WITHIN NSW HEALTH
PROGRAM

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



Information Brochure for Applicants

*Applications are invited for the inaugural program commencing
30 and 31 May 2017*

Purpose and Objectives

The Next Generation of Leaders and Managers within NSW Health Program (Program) is a two year program designed to facilitate the development of future managers with demonstrated leadership and management capability. The Program aims to develop leaders who will foster cultures of excellence, innovation and collaboration to ensure the delivery of safe, high quality healthcare to patients, families, carers and communities within NSW. Participants will be able to identify emerging healthcare opportunities and challenges to proactively pursue strategies for improved service delivery within NSW Health.

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

- Develop and lead self and others
- Operational strategy
- Leadership: collective, ethical, transformational and adaptive
- Whole of health context and integration
- Create healthy learning cultures
- Communication and collaboration
- Quality improvement, innovation and patient safety
- Lead, build and operate within teams
- Manage people and teams
- Patient and person-centred values and cultures of effectiveness.

Target Audience

The Program is targeting:

- **Internal staff** currently working within NSW Health with a minimum of two years' work experience which includes but is not limited to a health manager (level 1), administrative officer (AO6), information technician (Computer Programmer Years 1-5), wards person and clinical support officer (level 3)
- **Aboriginal or Torres Strait Islander** participants. Four positions on the Program have been identified for this purpose
- **Staff external** to NSW Health with a minimum of a VET or tertiary qualification in a relevant field will be recruited to an A06 position.

Core Components

The Next Generation of Leaders and Managers within NSW Health Program is a blended program incorporating core components with the ability to shape individualised learning pathways based on identified participant development needs whilst recognising prior learning.

The first year of the Program will develop participants' foundational knowledge and skills across the key capability areas through completing a Diploma of Leadership and Management. The second year will provide participants with the opportunity to embed the operational and strategic application of knowledge and skills into practice. The Program incorporates the following core components:

- **Individual learning pathway and development plan**

An individual learning pathway and development plan will span the two year Program.

These roles will guide participant development to achieve and demonstrate the required capabilities and competencies. Individual goals will be developed and actioned with support of the placement supervisors, mentors and coaches. The individual learning pathway and development plan will be informed by successful applicants' assessment process reports.

- **Learning modules**

The learning modules will be experiential and delivered every two to three months as two day intensives. The delivery of these intensives will expose participants to the geographical diversity of NSW Health, while considering the location of participants. The learning modules in year one of the Program will include the Diploma of Leadership and Management (Vocational Education and Training (VET) qualification). In year two, the learning modules will cover five focus areas including driving innovation, positive results, empowerment, shaping culture and connecting networks.

- **Peer learning**

The Program will incorporate peer learning exercises to leverage individuals' learning experiences for the benefit of the participant cohort and embed their learnings into their professional practice. These will include opportunities for action learning and exposure to subject matter experts.

- **Mentoring**

In line with current best practice, identified mentors and participants will be strategically matched to ensure the success of the mentoring experience. Mentors will not hold a supervisory role in relation to the participant and will act as a role model and advisor. The mentor will assist participants to network and develop linkages within NSW Health. Mentors and mentees will be supported by a formal mentoring program.

- **Web-based information hubs**

Web-based information hubs including Yammer and Moodle, as well as Health Education and Training Institute resources such as HETI Online will facilitate the distribution of resources and collaboration between participants, facilitators and subject matter experts. The utilisation of discussion forums and webinars will underpin the two day intensives.

- **Reflective practice through experiential learning**

Experiential learning focuses on learning via practice and learning through reflection. Participants develop their skills and knowledge throughout their placements and Diploma of Leadership and Management assessment tasks supported by the Program content. Self-reflection enables the examination of an individual's values, assumptions and behaviour and develops self-aware, thoughtful leaders.

- **360° assessment, feedback and workplace coaching**

360° assessment and feedback will occur once participants have completed twelve months of the Program.

Development Placements

Work placements are a central component of the Program and will expose participants to a wide variety of potential experiences within NSW Health. **Internal participants** can remain in their existing role and undertake placements within a range of business functions including but not limited to:

- Finance
- Operations
- Workforce

- Population Health and Planning
- Corporate and Clinical Governance
- Health Informatics Management.

Placements or opportunities should 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 needs. Placement arrangements for each participant will be determined in discussion with the NSW Health organisation and the Health Education and Training Institute. **External participants** will undertake four six-month placements within the above business functions.

Performance Measurement and Assessment Criteria for Program Completion

- Active attendance at all module days including peer learning sessions
- Completion of 360° assessment, feedback and workplace coaching
- Individual learning pathway and development plans actively completed with placement supervisors and mentors throughout the Program
- Report outlining achievement of personal and performance objectives from development placements signed off by the placement supervisor
- Participation in ongoing evaluation of the Program impact and identification of future success enablers throughout and at the conclusion of the Program
- Successfully completing the Diploma of Leadership and Management in year one of the Program.

Program Outcomes

By the end of the Program participants will be able to:

- Engage in critical reflection of their work practice, management style and organisational culture drawing on contemporary leadership and management theory
- Engage in 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, providing constructive, specific feedback in a timely manner
- Demonstrate effective communication, seeking ideas and feedback as required
- Build appropriate rapport through dialogue with patients, their families, carers and other internal/external stakeholders
- Use open ended and high order questions to identify key issues, elicit other points of view and clarify understanding
- Develop an awareness of their personal approach to leadership, defining personal style, strengths, behaviour and values
- Demonstrate an understanding of the broader health system including the role of Boards, Ministry of Health, Statutory Health entities and different executive members and Chief Executives
- Employ high level writing skills evidenced in briefs, project plans, reports and ministerial responses
- Plan, lead and undertake work requiring a team approach to delivery.

Employment Conditions

It would be expected that **internal participants** would remain on their current salary whilst participating in the Program.

NSW Health organisations also have the option of recruiting new staff from outside of NSW Health to a Health Employee's Administrative Staff (State) Award Administration Officer Level 6 (Next Generation Management Trainee). The Health Education and Training Institute will advertise for **external participants** on behalf of NSW Health organisations. All external applicants will undertake an individualised capability evaluation to determine suitability for the Program.

Following successful completion of the work placements and other requirements, ongoing employment for **external participants** will be subject to a competitive process. NSW Health organisations are advised to assist participants in their post program job search and employment within NSW Health. Conversion from temporary to ongoing employment will be subject to the following expected requirements:

- Completion of work placements
- Satisfactory performance reviews at six monthly intervals
- Conduct and motivation
- Attendance and participation within Program modules.

Applicant Selection Process

The application and selection process will be informed by an individualised capability evaluation of the applicant over three phases.

1. Phase one: prospective applicants currently **internal** to NSW Health should prepare their application and submit it along with other relevant supporting documentation to the Program contact person of their NSW Health organisation by **COB 10 March 2017**. Prospective **external** applicants should prepare their application and submit it along with other relevant supporting documentation to NSW Health e-recruit by **COB 10 March 2017**.
2. Phase two: shortlisted applicants will be invited to complete online capability evaluations between **27 March 2017 and 2 April 2017**.
3. Phase three: shortlisted applicants will then be invited to participate in a behavioural interview and group exercise between **3 April 2017 and 14 April 2017**.
4. Offers will be made to the successful participants by **1 May 2017**.

Program Cost

A participants' salary and attendance at the Program modules will be funded by NSW Health organisations. There is no cost to participants.

The overall structure of the Program over two years is outlined in the tables below:

Year One 2017

Module 1	Module 2	Module 3	Module 4	Module 5
Orientation and Organisational and Team Leadership	Project Management, Operational and Financial Planning	Emotional Intelligence, Communication and Relationships	People, Performance and Coaching	Innovation and Continuous Improvement
Diploma of Leadership and Management				
<ul style="list-style-type: none"> • Provide leadership across the organisation • Lead and manage work teams 	<ul style="list-style-type: none"> • Undertake project work • Manage operational plans • Manage budgets and financial plans 	<ul style="list-style-type: none"> • Lead and manage effective workplace relationships • Communicate with influence • Develop and use emotional intelligence 	<ul style="list-style-type: none"> • Manage people performance • Support coaching and mentoring 	<ul style="list-style-type: none"> • Build and sustain an innovative work environment • Facilitate continuous improvement
Mentoring Program and Workplace Coaching				360° Feedback

Year Two 2018

Module 6	Module 7	Module 8	Module 9	Final Presentation and Celebration Day
Driving Innovation	Positive Results	Empowerment	Shaping Culture and Connecting Networks	
Leadership and Management Domains				<ul style="list-style-type: none"> • Presentations • Graduation
<ul style="list-style-type: none"> • Business improvement project presentations • Transform the system • Manage for long term sustainability and high performance 	<ul style="list-style-type: none"> • Achieving outcomes • Manage and integrate systems to support successful outcomes 	<ul style="list-style-type: none"> • Develop and lead self • Manage people and mentor others to achieve excellent care 	<ul style="list-style-type: none"> • Engage people and build relationships • Strengthen organisational management to achieve integration • Partner across boundaries • Managing operations collaboratively 	
Operational and strategic application of knowledge and skills into practice				
Mentoring Program and Workplace Coaching				
360° Feedback				

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