NSW Leadership Academy

Key Information

Aboriginal Career and Leadership Development Program
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NSW Leadership Academy – Overview

The Aboriginal Career and Leadership Development Program is provided through the NSW Leadership Academy which promotes excellence in the NSW public sector by enhancing the skills and capabilities of existing and emerging leaders through a unique suite of development programs.

The Academy programs are designed to create a pipeline of future leaders for the sector at each key level of leadership.

Aboriginal Career and Leadership Development Program

Developing and implementing strategies to improve the employment of Aboriginal and Torres Strait Islander people in management and executive roles is a priority for the NSW Public Sector.

The Program is an important initiative of the NSW Public Sector Aboriginal Employment Strategy 2019-2025 and contributes towards achieving the Premier’s Priority to double the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles in the NSW government sector by 2025.

It is a specifically designed development program to facilitate career and leadership development for Aboriginal and Torres Strait Islander NSW Public Sector employees who aspire to leadership roles. The development and delivery of this Program is done collaboratively with Aboriginal people experienced in the NSW Public Sector.

It is delivered collaboratively by the PSC, the Australian Graduate School of Management Executive Education (AGSM) and OPRA Consulting Group, under the NSW Leadership Academy. Completion of this Program will provide points towards a Certificate of Executive Management Development (CEMD) from AGSM. A CEMD is equal to 2 subject credits toward an MBAx, a new online MBA offered by AGSM.

The Program is a short course consisting of three modules, of two days each, over about four months.

It is based on key elements of the Government Sector Employment Act 2013 and includes:

- a strong emphasis on capabilities (using the NSW Public Sector Capability Framework)
- flexible resource allocation and mobility
- merit-based recruitment
- performance management as the basis for development and career progression
- rigorous accountabilities for leaders, in terms of service delivery
- people and resource management knowledge and application of government processes
- ethical behaviour and practices.

Since 2014, nine programs have been delivered and 164 Aboriginal employees have graduated from the program.

Eligibility

The program will target Aboriginal or Torres Strait Islander employees who:

- are in ongoing employment in roles from Grades 9/10 through to Band 1 (equivalent) roles*
- are demonstrating leadership capabilities in their current role
- want to progress their career in the NSW Public Sector
- aspire to undertake senior management and executive roles.

Rural and regional employees are encouraged to apply; the PSC will cover your travel and accommodation costs.

Please note costs relating to the use of your own vehicle will need to be recovered from your home agency. If you have any questions relating to travel, please contact the Aboriginal Workforce Team.

* Eligibility can be determined using salary as a proxy. The salary band for Clerk Grade 9/10 to Band 1 is $105,409 to $183,300. Employees falling within this salary range may be nominated for the program.
Application and Selection Process

Application Process Timeline

Applications Open:
Correspondence sent to Secretaries/Seperate Agency Heads, HR and staff subscribed to the Aboriginal Workforce Network advising Nominations open.

Applications Close:
Applications and Manager confirmations to be submitted online via the PSC website by 11:59pm 17 May 2019
*No late submissions accepted.

Applications collated:
All applications are collated and sent to each Department’s HR representative for review, ranking and shortlisting.

HR Endorsement forms due:
HR representatives complete shortlisting process and submit HR endorsement confirming Secretary/ Agency Head endorsement to the PSC by COB 21 June 2019.

PSC Interviews completed:
Telephone interviews are held by the PSC to shortlist endorsed applicants – a panel of two will conduct interviews.

Final approval and notifications:
Shortlisted applicants approved by the PSC Commissioner.
Approved applicants advised of acceptance into Program*
Secretaries and HR advised of approved applicants.

Pre-program requirements:
Successful applicants will be contacted by AGSM and OPRA Consulting Group to commence:
- a 1 hour online capability based assessment
- the 360 Degree Survey and coaching session
- to provide program key pre-reading articles

Course Commencement date:
Module One is on 11 & 12 September 2019

*Feedback for unsuccessful applicants who were interviewed will be provided by the PSC. Applicants who were not interviewed will be asked to seek feedback from their HR representative.
### Application Checklist for applicants

<table>
<thead>
<tr>
<th>Each applicant is asked that they:</th>
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<tbody>
<tr>
<td><strong>1.</strong> Read the Key Information about the program content and requirements.</td>
<td></td>
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<tr>
<td><strong>2.</strong> Note the program key dates and be fully committed to participate in all 3 Modules including the Action Learning Group component, the capability profiling and assessment.</td>
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<tr>
<td><strong>3.</strong> Discuss the application and seek support from their Manager including if accepted that their manager understands their involvement in a manager’s workshop and reverse mentoring session on Day 2 of Module 1.</td>
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<tr>
<td><strong>5.</strong> Advise HR of the pending application.</td>
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<td><strong>6.</strong> Complete and submit the Online Application Form.</td>
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<tr>
<td><strong>7.</strong> Give the Manager time to review the application prior to the close date of 11:59pm 17 May 2019 and keep them informed across the application progress.</td>
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<tr>
<td><strong>8.</strong> Ensure PSC has received the completed application and Manager’s form by 11:59pm Friday 17 May 2019 for your application to be considered.</td>
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**Note:**
The Application and Manager’s form will automatically be sent to the PSC when submitted online.

Once applications close, the PSC will collate and send all completed applications back to the relevant Department/Agency HR for review, ranking and shortlisting.

Department/Agency HR are required to submit a shortlist of applicants endorsed by the Secretary or Agency Head to the PSC for review.

Only shortlisted applicants will be contacted to arrange an interview.
Program Components

The Program will take place over a four month period and applies a blended learning approach through a combination of modules, personal reflection and assessment and an action learning project which focuses on a real-life policy challenge.

By the end of the program participants will:

- understand how to effectively navigate the intersection of Aboriginality, Community and Public Sector Leadership
- understand individual style and identity and build knowledge about strengths and opportunities for development
- develop self-awareness of strengths and opportunities for development in relation to the PSC Capability Framework
- understand how to bring best self to the fore consistently
- build skills to manage multiple stakeholders in the public sector context
- develop strategic decision-making capabilities and apply in the context of a policy challenge
- apply the business tools for complex challenges and problem solving in the Public Sector context and understand how to leverage one’s Aboriginality in solving policy challenges
- use diversity of thinking in the decision-making process
- consider and understand emotional regulation and its impact on personal credibility
- confidently and effectively present on a policy challenge
- walk away with a robust and an effective development plan.

The program will provide valuable networking opportunities with colleagues, including current senior executives from across the NSW Public Sector.

Pre-program Requirements:

Prior to the Program commencement successful program participants will be required to:

- take part in a 30 minute phone interview with OPRA Consulting Group regarding the capability based assessment and 360 Degree Survey and coaching sessions
- complete a 1 hour online capability based assessment for development purposes and participate in a coaching session which will draw upon results from the online capability assessment
- complete a 360 Degree Survey and coaching feedback session
- complete Program pre-reading of several key articles on leadership and management
- complete a personal development plan.

Program Module Requirements:

Participants are required to attend all three face to face modules and engage in all aspects of the Program.

Action Learning Group Details:

Program participants will be involved in an action learning group whereby small groups will undertake research and develop a response to address a policy challenge. The policy challenge will be a real problem that is consistent with contemporary challenges faced by agencies and will support participants in practicing the leadership and business skills developed through the program. This will require collaboration and some time commitment beyond business as usual. Groups will present responses to senior leaders in module three.

Managers Workshop and Reverse Mentoring Session:

Participants’ managers are required to attend a Manager’s Workshop which provides managers with information about the program itself and how to best support participants gain the most value from the program. The workshop includes a reverse mentoring session with participants.

A managers’ workshop and reverse mentoring session is scheduled for day two of module one. Further details will be provided closer to the date.

Ongoing Contact and Support:

Ongoing contact and catch up meetings (via videoconference, teleconference and face to face where possible) throughout the program with coordinators from the PSC and presenters from AGSM will be available.

It is important that successful participants engage with all aspects of the program to enhance the impact of peer learning and professional development.
Key dates for 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>Intake 11 - Key Program Dates</td>
<td>Module One – including Managers’ Workshop on 12 September 2019</td>
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<tr>
<td>11 &amp; 12 September 2019</td>
<td>Module Two.</td>
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<tr>
<td>22 &amp; 23 October 2019</td>
<td>Module Three.</td>
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<td>210 &amp; 20 November 2019</td>
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**Intake 12** is planned for the first half of 2020 with key dates to be confirmed.

Frequently Asked Questions

**Q**: Can someone apply if they are employed on a temporary basis?
**A**: No, An employee will need to be employed on an ongoing basis to be eligible for the program.

**Q**: If a department or agency does not use the Clerk Grade 9/10 to band 1 classification, can they still nominate someone, and how is eligibility determined?
**A**: Yes, nominations will be accepted for substantive employees at an equivalent level to Clerk Grade 9/10 to Band 1. Eligibility can be determined using salary as a proxy. The salary band for Clerk Grade 9/10 to Band 1 is $105,409 to $183,300. Employees falling within this salary range may be nominated for the program.

**Q**: Will there be any flexibility with nomination due dates?
**A**: Timeframes for the program are very tight, however flexibility may be considered on an individual case basis. Please contact the Program manager, Vern King to discuss further.

**Q**: Which agencies should departments be forwarding this information to, and requesting nominations from?
**A**: Departments should forward this information to all related agencies to submit nominations which will then be consolidated and ranked at the department level and endorsed by the Secretary before submission to the Leadership Academy. Separate agencies will be eligible for programs.

**Q**: Can an employee apply if they are located in a regional area?
**A**: Yes. Participants from regional areas are encouraged to apply.

For more information

Further information on the current work of the Aboriginal Workforce Development Team is available on our [website](#), including the [NSW Public Sector Aboriginal Employment Strategy](#) and the [NSW Aboriginal Employment and Development Program](#).

To read the GSE Act and other supporting instruments, such as the [Government Sector Employment Regulation](#) and [Rules](#), please see the [EmploymentPortal](#).