

2024 NSW Leadership Academy Nomination and Selection Guidelines

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Introduction

These guidelines set out the approach to the NSW Leadership Academy nomination and the steps involved in the selection process for high potential and/or high performing Senior Executives and Aboriginal Career and Leadership Development Program (ACLDP) participants. It also provides guidance on the responsibilities of the various stakeholders involved in the process.

NSW Leadership Academy vision, purpose, and objectives

The Leadership Academy vision is to advance the development of our talented leaders through cross-sector collaboration, supporting them as stewards of our sector to make a positive impact for the people of NSW.

The Leadership Academy purpose is to:

1. Develop and communicate a leadership model that encourages a sector wide view and focuses on positive leadership impact for their team, organisation, and the community.
2. Provide thought leadership that drives change and creates value for our executive and their teams.
3. Provide cross sector leadership development programs to support agency talent management strategies and build leadership capability by:
 - Providing targeted programs for high potential and high performing executives that create a sector mindset.
 - Supporting the Aboriginal Employment Strategy by providing targeted development programs for non-executive Aboriginal and Torres Strait Islander leaders.
 - Providing opportunities where executives can connect to enable cross sector collaborative leadership.

To bring this vision and purpose to reality the Leadership Academy should:

1. Create personalised development opportunities that enable participants to develop key capabilities by grappling with current and future challenges, exposing them to sector leaders, and using experiential or social learning methodologies.
2. Focus on leadership strategies that are sustainable and consider impact on teams, organisation, and community.
3. Develop a sector mindset that encourages leaders to look up and out.
4. Facilitate cross-sector collaboration by creating deeply connected cohorts.
5. Create and maintain a Leadership Academy brand that is aspirational, prestigious, and highly sought after.

The programs

The Leadership Academy delivers:

1. Leadership programs for NSW Senior Executives (Band 1 - 3)
2. Aboriginal Career and Leadership Development Program (ACLDP) for Aboriginal and Torres Strait Island emerging leaders (Clerk Grade 7/8 - 11/12)

Each program contains the following components:

- diagnostic tools to gain deep insights and amplify impact,
- individual coaching to personalise learning journey,
- in-person intensive workshops over 9-10 months,
- facilitated connection with cross-sector colleagues, fostering peer group learning and collaboration, and
- digital resources that support individual development needs.

Program design principles

The Leadership Academy uses experiential and social learning methodologies to:

1. Build capability and sector mindset in line with the LA leadership model, key capabilities, and public sector values.
2. Increase capacity to navigate the complexities of working in NSW public sector and solve cross agency complex problems. Capacity includes the ability to manage individual and team wellness and sustainability. Capacity is about applied capability in a specific context.
3. Nurture connection, enabling cross-sector collaboration, exposure to diverse perspectives, knowledge sharing, and organic support networks.
4. Provide development in a supportive environment, directed, and tailored by participants aligned to personal goals and providing stretch opportunities.

In addition, Leadership Academy Aboriginal and Torres Strait Islander programs will:

1. Provide a cultural lens on leadership models.
2. Allow culturally safe space to discuss the unique challenges and opportunities of being an Aboriginal leader in the NSW Public service.

The Leadership Academy recently held a one-day workshop with key public sector leaders from across the NSW public sector to identify key capabilities and mindsets for NSW public sector executives. The outcomes of this workshop will help inform program design and capabilities to focus on for each cohort in the context of their roles, complexity, and task requirements. A workshop report has been provided to all portfolios.

See [Appendix A](#) for draft program overviews.

Program description

Program	Description
Band 3	Theme – Leading and facilitating systems change A bespoke development journey for Band 3 Senior Executives. Leaders will master the skills of navigating high stakes environments, contentious and complex situations, whilst exploring issues of ethics and integrity. The program uses social learning and experiential methodologies to help participants form a deeply connected cohort that work through current and future challenges and opportunities in real time. Participants will expand their stewardship and develop strategies that positively impact on teams, organisation and community. Participants will create an individual and collective development plan informed by an in-depth 360 verbal interview process, one-to-one coaching and peer group coaching.
Band 2	Theme – Strategic Leadership with impact A bespoke development journey for Band 2 Senior Executives that helps leaders to shape a sustainable culture. Leaders will be provided with contemporary thought leadership that helps them navigate complex and rapidly changing environments, whilst exploring issues of ethics and integrity. The program uses social learning and experiential methodologies to help participants form a deeply connected cohort that works through challenges and opportunities. Participants will expand stewardship and develop strategies that positively impact on teams, organisation and community. Participants will create an individual and collective development plan informed by an in-depth 360 verbal interview process, one-to-one coaching and peer group coaching.
Band 1	Theme – Accelerating strategy, culture and engagement An experiential and social learning program designed to build a sector mindset and provide opportunities to connect and collaborate with cross-agency peers. The program will challenge participants to evaluate and construct new mindsets, attributes and behaviours, leading to heightened self-awareness and a greater understanding of their impact across five key leadership impact areas: people, results, systems, culture and public value. Leaders will delve into contemporary, evidence-based leadership methodologies, leveraging compelling case studies. Participants will develop strategies to propel their team toward unprecedented growth and success. Participants will create an individual and

Program	Description
	collective development plan informed by an in-depth 360 survey-based assessment, one-to-one coaching and peer group coaching.
11/12 ACLDP Leading Leaders	Theme – Leading leaders A culturally immersive program designed to develop indigenous leaders to take the next step in their leadership journey into an executive role. The program will focus on nurturing leadership skills, complex decision making, strategic thinking/problem solving and the political environment. The program emphasises on preserving and celebrating Aboriginal heritage, traditions, and values, and how to draw strength from these cultural roots to inform their leadership journey. The program will tackle complex real-world issues and case studies that NSW Senior Executives face and will apply cutting edge leadership strategies and a cultural lens to help solve the issues. Participants will get a better understanding of what they need to develop to move into an executive role. Participants will create an individual development plan informed by an in-depth 360 survey-based assessment, and one-to-one coaching.
9/10 ACLDP Emerging Aboriginal Leaders	Theme – Emerging as an Aboriginal Leader A culturally immersive program designed to empower Aboriginal leaders who are committed to leading with integrity, advocating for their communities, and driving sustainable development. The program will achieve this with a combination of leadership training, cultural enrichment, and community engagement, this program aims to foster a new generation of Aboriginal leaders ready to embrace the challenges and opportunities of working in the NSW Public Sector while staying deeply rooted in their cultural heritage. Participants will create an individual development plan informed by an in-depth 360 survey-based assessment, and one-to-one coaching.
7/8 ACLDP Aspiring Aboriginal Leaders	Theme – Aspiring as an Aboriginal Leader A program designed to develop participants skills to become a leader in the public sector. The program focuses on career development using an experimental learning model. It looks at the capabilities and mindsets to be a people manager in the public sector, cultivating leadership skills, identifying individual strengths, and the importance of connection. Participants will get a better understanding of what they need to do move forward in their careers. Participants will create an individual development plan informed by an assessment tool, and one-to-one coaching.

Process and timeline

No.	Action	Who	When
1	Allocations confirmed & email sent to Portfolio Representatives	Leadership Academy team	Monday, 28 August 2023
2	Nominations open	Leadership Academy team	Wednesday, 30 August 2023
3	Progress nominations process across the portfolio of agencies <i>(Note: set internal close date to meet step 4 deadline)</i>	Portfolio Representatives	Wednesday, 30 August 2023 – Thursday, 9 November 2023
4	Send Secretary-endorsed nominees to Leadership Academy team <i>(Note: include Secretary-endorsed waitlist)</i>	Portfolio Representatives	Friday, 10 November 2023
5	Submit Band 2 nominations to the Secretaries Board for noting. Band 3 participants are selected as part of the Secretaries Board Band 3 talent review	Leadership Academy team Secretaries Board	November 2023
6	Submit selections to NSW Public Service Commissioner	Leadership Academy team	Friday, 24 November 2023
7	Advise successful/unsuccessful nominees and their manager	Portfolio Representatives	Monday, 4 December 2023 – Friday, 8 December 2023
8	Welcome successful nominees to their program and invite them to complete their onboarding meeting with their manager and the Leadership Academy <i>(Note: meetings to be completed by February 2024)</i>	NSW Public Service Commissioner	Monday, 11 December 2023 – Thursday, 14 December 2023
9	Invite program participants to complete their 360 assessment and/or other diagnostic tools <i>(Note: assessments to be completed by program commencement)</i>	Leadership Academy team	February 2024
10	Program commences	Leadership Academy team	March 2024

Please refer to [Appendix E](#) for a visual process overview.

Role and responsibilities

The success of the Leadership Academy relies on cross-sector collaboration, advice and input. Outlined below are high level responsibilities for each key stakeholder group.

Portfolio Representatives

1. Nominate one key contact that acts as a central contact point for the portfolio including connecting with all agencies within their portfolio (independent and executive agencies, etc.).
2. Lead the selection of high potential and/or high performing nominees for the programs in collaboration with relevant sector leaders, using an internal talent review process or the PSC [Talent Review Framework](#).
3. Test and ensure proportional representation based on the composition of the portfolio and as per the Leadership Academy diversity commitments (see [Diversity](#) below).
4. Field any questions about the process from nominees and escalate any they are unable to answer, including liaising with the Leadership Academy team.
5. Submit a Secretary-endorsed list of nominees including Secretary-endorsed waitlist to the Leadership Academy by the deadline (see [process and timeline](#) above).
6. Inform successful and unsuccessful nominees and their managers of the outcome.
7. Support the manager endorsement process (Appendix B) to secure the nominee's attendance to the Leadership Academy Program.

Note the manager will participate in their participant's onboarding meeting, 360 assessment and debrief process.

Leadership Academy team

1. Define the eligibility and selection criteria for Leadership Academy programs.
2. Set and manage the timeline for nominations.
3. Allocate available places for the Leadership Academy programs according to Senior Executive numbers and cohort sizes.
4. Support Portfolio Representatives on all aspects of the nomination and selection process as required.
5. Provide templates to assist portfolios to implement the nomination and selection process.
6. Regularly update key stakeholders on progress of nomination and selection process, adapting the process should any changes occur.
7. Provide an explanation about how data collected through the nomination and selection process will be obtained, stored and used.
8. Complete a sector wide diversity analysis and liaise with portfolios as required.
9. Formally onboard successful nominees to the Leadership Academy programs, including managers.
10. Advise key stakeholders of any possible participant commitment issues and recommend next steps. If necessary, activate secretary endorsed waitlist to fill available places.

Leadership Academy program participants

Each participant will make a commitment to participate and complete the program. This represents an investment in their development by their department or agency. The expectations below are foundational to their participation in the program.

1. Liaise with the Portfolio Representatives during the Nomination and Selection process to
 - a. understand expectations of the program in terms of time commitment
 - b. build a compelling business case to be considered for the program (if appropriate), and
 - c. discuss intent and implications of participation with their manager to agree outcome.
2. Obtain manager endorsement (see [Appendix B](#)) to enrol in the Leadership Academy program.
3. Once selection is confirmed, satisfactorily complete all aspects of the program, as per the calendar, including:
 - a. the 360 assessment within the allocated timeframe
 - b. all coaching sessions
 - c. intensives
 - d. accessing and completing digital resources as appropriate.
4. Throughout the duration of the program, assign existing work commitments appropriately to create time and capacity to successfully complete the program (see [Appendix C](#)).
5. Strengthen leadership impact and engagement within their broader teams including:
 - a. sharing learnings within the organisation
 - b. mentoring, career sponsorship
 - c. co-facilitation/support of cross sector group work, and/or
 - d. panel and keynote speaking engagements.

Nomination selection criteria

In selecting participants to a Leadership Academy program, we suggest examining the nominations through the following three lenses:

1. **Eligibility criteria** (see below).
2. **Selection criteria by cohort** (see below). **Note** the Secretaries Board definition for high potential.
 - a. Using a cluster specific talent review process or the PSC [Talent Review Framework](#)
 - b. [Talent segmentation](#) to assist in identifying talent
 - c. Using the [example potential assessment tool](#)
 - d. Using the [definitions](#) in the Talent Review Framework as your guide.
3. **Diversity** (see below). Test and ensure proportional representation based on the composition of the portfolio and as per the Leadership Academy diversity commitments.

Eligibility criteria

- Nominees can only be nominated to the program that correlates with their current substantive Band/Grade.
- Nominees must be in ongoing employment.
- If nominating for an Aboriginal Career and Leadership Development program, the person must identify as Aboriginal or Torres Strait Islander.
- The nominee requires confirmation / commitment from their manager to support their participation.

Selection criteria by Cohort

High potential (*as defined by the Secretaries Board*): A high potential leader is someone who displays the potential to be promoted two levels above their current role within the next five years and one level above their current role within the next two years for ACLDP participants, considering the following criteria:

- demonstrates an effective leadership style,
- learns and adapts quickly,
- is engaged and committed,
- values driven,
- seeks to diversify experience; and
- is motivated to deliver for the people of NSW.

High performing: Performance is an individual's demonstrated capability and level of achievement against current role responsibilities and objectives in agency talent review processes. High performance means overall contribution exceeds expectations for the role.

Cohort	Criteria
Band 3	High Performing • Motivated to be a change agent and seeks opportunities to impact / influence culture • Effective leadership style • Motivated to deliver for the people of NSW • Living the public sector values • Learns and adapts quickly
Band 2	High Potential and High Performing • Potential to be promoted two levels above their current role within the next five years • demonstrates an effective leadership style • learns and adapts quickly • is engaged and committed • values driven • seeks to diversify their experience • motivated to deliver for the people of NSW

Band 1	High Potential and High Performing • Potential to be promoted two levels above their current role within the next five years • demonstrates an effective leadership style • learns and adapts quickly • is engaged and committed • values driven • seeks to diversify their experience • motivated to deliver for the people of NSW
ACLDP 11/12	High Potential and High Performing • Potential to be promoted one level above their current role within the next two years • demonstrates an effective leadership style • learns and adapts quickly • is engaged and committed • values driven • seeks to diversify their experience • motivated to deliver for the people of NSW <i>Needs to be in an 11/12 equivalent role and managing operational teams. One level below executive or some experience in short-term acting as Director.</i>
ACLDP 9/10	High Potential and High Performing • Potential to be promoted one level above their current role within the next two years • demonstrates an effective leadership style • learns and adapts quickly • is engaged and committed • values driven • seeks to diversify their experience • motivated to deliver for the people of NSW <i>Needs to be in a 9/10 equivalent role / or in a management role with direct reports</i>
ACLPD 7/8	High Potential and High Performing • Potential to be promoted one level above their current role within the next two years • demonstrates an effective leadership style • learns and adapts quickly • is engaged and committed • values driven • seeks to diversify their experience • motivated to deliver for the people of NSW <i>Needs to be in a 7/8 equivalent or above role with or without direct reports</i>

Diversity

The Leadership Academy develops leaders who contribute to a world-class public service and are committed to:

- achieving the [Aboriginal Employment Strategy 2022- 2025](#) goals,
- ensuring that there is gender equity across the workforce,
- contributing to sector goals to increase representation of people with disability,
- advocating for people that are culturally and linguistically diverse, and
- making the programs available to regional staff.

Contact

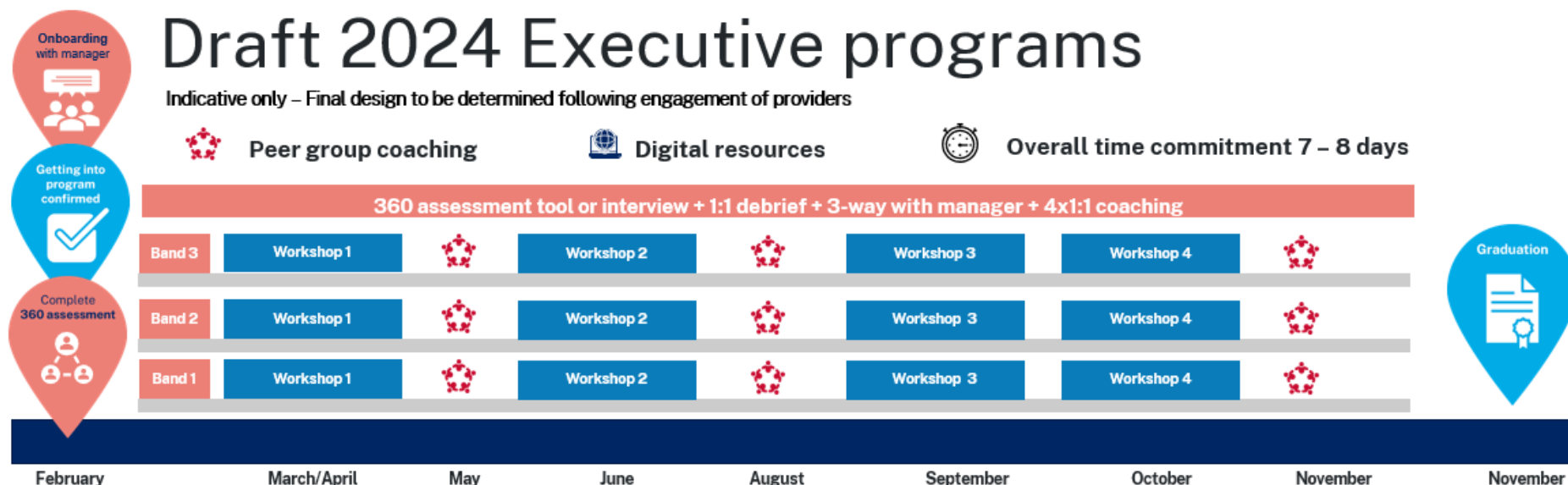
Please contact the Leadership Academy team for any questions regarding the programs or the nomination and selection process:

E: leadership_academy@psc.nsw.gov.au

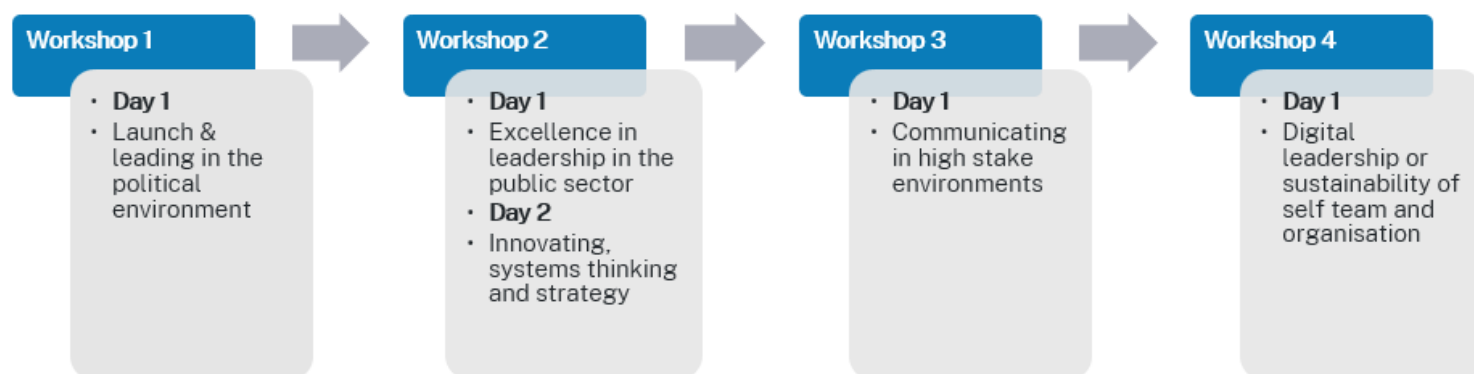
D: (02) 8575 1559

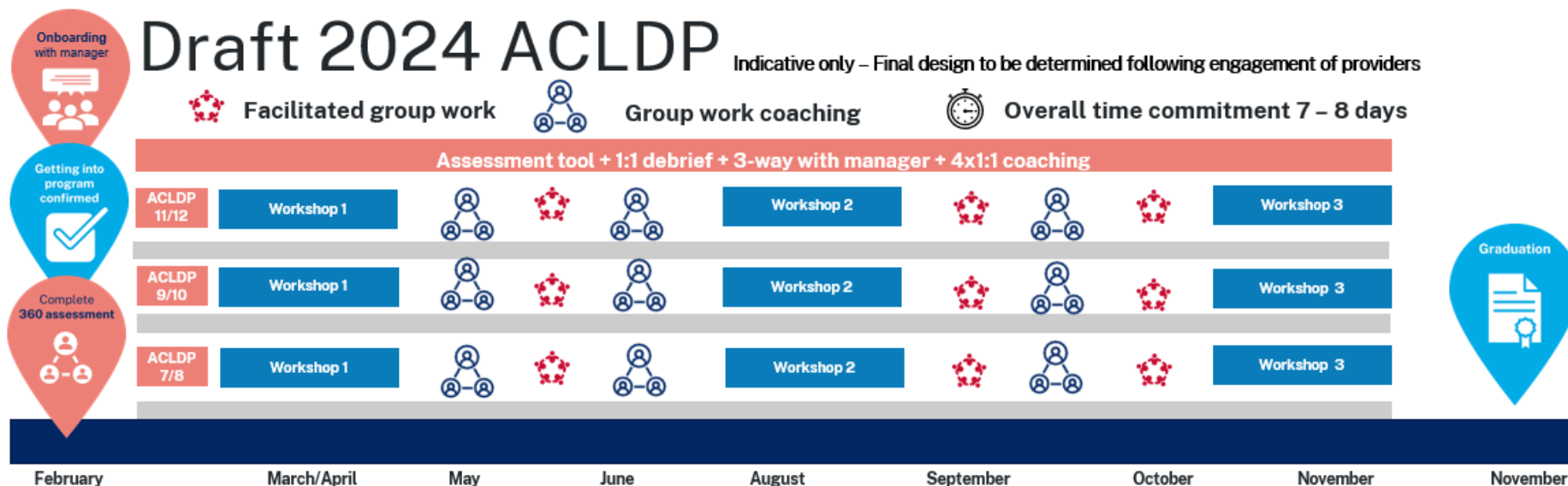
T: (02) 9272 6000

Appendix A – 2024 program overview (DRAFT)

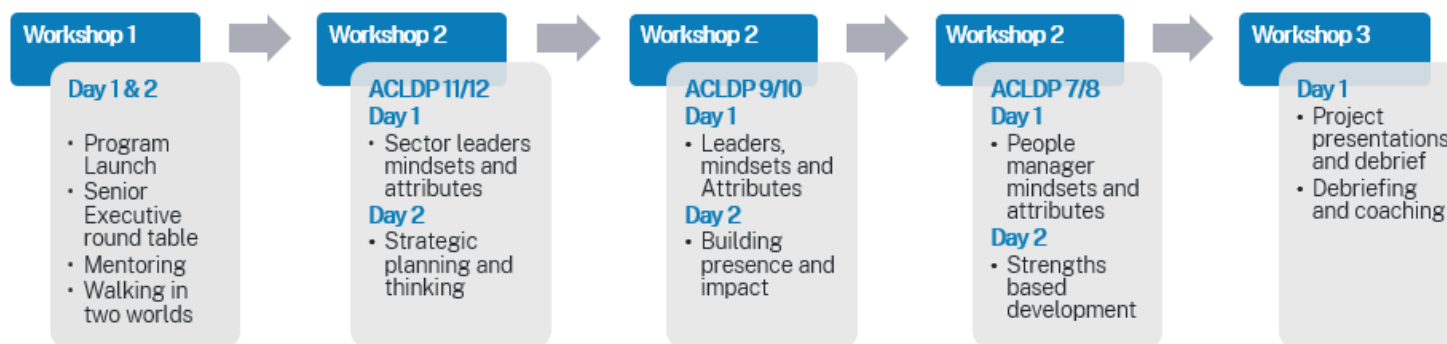


Workshop topics include digital resources





Workshop topics include digital resources



Appendix B – Manager providing support

Manager selects all the areas below where they agree to provide support for the participant to attend the Leadership Academy Program	Please tick
1. Assign responsibilities for days participant is absent due to training commitments, which in turn is a development opportunity for someone else.	
2. Maximise the impact from participant's learning experience (e.g., provide opportunities to practice in a safe environment and share learning with teams and peers).	
3. Provide opportunities for stretch assignments within or above level, within or across agencies.	
4. Provide constructive feedback and coaching throughout the time the participant is in the Leadership Academy program.	
5. Take part in the onboarding meeting with the participant and the Leadership Academy Program Manager to support a successful transition.	
6. Participate in the 360 assessment by - rating the participant as part of the assessment process, and - attending the 3-way debrief with the participant and their coach to create a development plan that responds to the participant's 360 assessment.	
	Total score /6

Appendix C – Participant criteria for the successful completion of program

Outlined below are the criteria for the successful completion of the Leadership Academy programs:

1. Participants will be expected to actively engage in all program activities and assignments, demonstrating a genuine commitment to personal and professional growth.
2. Effective communication skills, both verbal and written, will be essential, as participants collaborate on team projects and present their ideas confidently.
3. Showing strong leadership potential, adaptability, and a willingness to embrace diverse perspectives are crucial for achieving the program's desired outcomes.

By meeting these criteria and successfully demonstrating the program's intended outcomes, participants will make the most of the Leadership Academy experience and contribute significantly to their own development and that of their peers.

Appendix D – Frequently Asked Questions

Q: Can an agency nominate someone employed in term employment?

A: No, the nominee has to be in ongoing employment to be eligible.

Q: If a department or agency does not use the Clerk Grade or PSSE classification, can they still nominate someone, and how is eligibility determined?

A: Yes, nominations will be accepted for leaders at an equivalent level. Eligibility can be determined using salary and/or job title as a proxy.

Q: Can a person be nominated for a Band 2 program if they are currently acting at that level but their substantive role is a Band 1?

A: No, a person can only be nominated for the program that correlates with their current substantive Band/Grade – in this case Band 1.

Q: Can an employee be nominated for the Band 2 program if they have previously participated in the Band 1 program?

A: Yes, if they have been assessed as a high potential and high performing Band 2 leader.

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.

Q: Which agencies should this information be forwarded to, and nominations requested from?

A: Portfolio Representatives should forward this information to all related agencies within their portfolio, including independent 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.

Q: Can an employee be nominated if they are located in a regional area?

A: Yes. Participants from regional areas can be nominated. It should be noted that travel and accommodation costs for regional participants will be covered by their nominating agency.

Q: What is the current funding model of the Leadership Academy?

A: At the Secretaries Board meeting on 2 February 2023, Secretaries approved ongoing sector funding for Public Service Commission (PSC) Sector Programs, which includes the Leadership Academy.

Q: Will we still receive an invoice for program participants? What if we have less / more participants than what we paid for?

A: The PSC will not invoice individual agencies. The PSC's Chief Financial Officer (CFO) will liaise with your Principal Department's CFO to facilitate payment or budget transfer as appropriate. Contributions by principal departments are not calculated on a per user basis; the focus is to deliver outcomes to attract and retain talent and promoting leadership capabilities at a whole of sector level.

Appendix E – Nomination process 2024

Band 3

Nominations discussed

- Band 3 nominations discussed at Secretaries' Board meeting as part of their Band 3 talent review with a whole-of-sector view
- Agencies might be asked to provide supporting documentation for Band 3 nominations to their Secretary

Nominations submitted

- Band 3 nominations are provided to Leadership Academy by the Secretaries Board

Onboarding

- Portfolio representatives are advised of any potential commitment issues and waiting list might be activated

Band 1, Band 2, ACLDP

Nominations open

- Each portfolio is allocated minimum program places based on size of the cohort & portfolio PSSE numbers
- Portfolio representatives are provided with final Nomination & Selection guidelines and submission template

Nominations submitted

- Portfolios use submission template to provide Secretary-endorsed nominees
- Submissions have been tested for eligibility and selection criteria as well as diversity commitments
- Submissions include a Secretary-endorsed waitlist for each portfolio

Nominations validated

- Data is cross-checked and validated
- Where a department/agency is unable to fill all available places, another portfolio's waitlist might be activated
- Nominations for all programs are submitted to the PS Commissioner
- Band 2 nominations are submitted to Secretaries Board

Onboarding

- Leadership Academy team is conducting onboarding meetings with participants and their managers
- Portfolio representatives are advised of any potential commitment issues and waiting list might be activated