

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



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## Acknowledgement of Country

Health Education and Training Institute acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people.

We advise this resource may contain images, or names of deceased persons in photographs or historical content.

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DOC23/10767

## About the Program

The *Next Generation of Leaders and Managers within NSW Health Program* (Program) is designed to facilitate the development of future managers with demonstrated leadership and management capability.

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

The Program is intended for NSW Health staff identified as emerging leaders from interprofessional roles in the early stages of their health management and leadership career including Administration Officer Level 6, Health Manager Level 1 and 2 and corporate or clinical equivalent. NSW Health staff who identify as Aboriginal or Torres Strait Islander peoples are particularly welcomed to the Program to strengthen emerging leadership across the sector.

The Program is contextualised to provide an inclusive and relevant developmental 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.

The Program is delivered via a combination of innovative and experiential learning methods including mentoring, observation, developmental work placements, assessment, group and individual activities. This is to ensure that the learning and development needs of participants are met through a range of activities. The Program aligns with the *NSW Health Leadership and Management Framework (HLMF)*. (Figure 1).

### Year One

The focus of Year One is on building participants' foundational leadership and management knowledge and skills. This is achieved through participants completing the Diploma of Leadership and Management (BSB50420) delivered on behalf of the NSW Health Registered Training Organisation (RTO) by the Health Education and Training Institute (HETI) delivery site, across five two-day modules. Participants are expected to undertake approximately **eight hours** of self-directed study per week, and ongoing workplace learning, to meet assessment requirements.

### Year Two

Year Two builds on the strengths of Year One to further develop leadership and management capabilities. Participants are provided with the opportunity to embed the operational and strategic application of knowledge and skills into practice, thereby deepening their understanding of organisational systems and operations across NSW Health. The methodology of Year Two includes four two-day modules, experiential learning through developmental placements, mentoring and



Figure 1 - NSW Health Leadership and Management Framework (HLMF)

growing networks to strengthen capabilities found in the *HLMF*. Participants exercise leadership practice by engaging in a team project in partnership with a NSW Health organisation. This year facilitates developmental change in individuals, to support new forms of leadership in healthcare organisations committed to delivering outcomes that matter to our patients.

### **Program Capabilities**

The Program aims to build participant capabilities in the following key areas:

- Developing and leading self and others
- Sustainability and operational strategy
- Leadership: collective, ethical, compassionate, and adaptive
- Working within a whole-of-health context
- Creating healthy learning cultures
- Communication and collaboration
- Quality improvement, innovation, and patient safety
- Managing people and teams with person-centred values

### **Key Learning Outcomes**

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

- Demonstrate an understanding of the interconnections of NSW Health organisations, systems and roles in the delivery of patient-centred care
- Critically reflect on the impact of management style on organisational culture, drawing on contemporary leadership and management theory
- Apply principles of financial management, operational planning and continuous improvement to promote sustainable practices
- Practice self-development activities to enhance personal leadership and management strengths, and demonstrate the balanced application of these in the workplace
- Plan, lead and participate in collaborative development activities, seeking and providing constructive feedback in a timely manner
- Build rapport and teamwork, through higher order questioning and dialogue, with internal and external stakeholders
- Access information and interpret data from a variety of sources to inform safety and quality-based discussions and decisions
- Apply systems thinking and evidence-based frameworks to problem solving

### **Program module delivery**

Currently the Program is delivered using virtual platforms. The use of highly experiential media in accordance with best contemporary adult learning practices ensures an engaging and impactful learning experience.

## Technology and software application requirements

Participants require access to MS Teams (an Office 365 application) and Zoom video conferencing to attend and proactively engage in virtual modules, and to collaborate with colleagues across the state-wide cohort. Communicating and collaborating via these platforms will enhance the digital leadership and management capabilities of participants.

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## Program Components

Core components support the achievement of the Program objectives and outcomes. These components include an individual learning pathway, the Diploma of Leadership and Management (BSB50420), a business improvement project, experiential learning modules, peer learning, mentoring, development placements, virtual information and collaboration hubs, reflective practice through experiential learning and 360° assessment, feedback and workplace coaching, and solution focused teamwork. See Page 11 for the proposed Program architecture.

### Diploma of Leadership and Management (BSB50420)

This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of contexts. Priority is given to contextualising the Diploma within a health care setting. Individuals may wish to apply for discretionary study leave through discussion with their line manager.

### Assessments

During Year One of the Program, participants need to complete knowledge and skill-based assessment tasks following the delivery of each module (module one to module five). Successful completion of all Year One assessments is a mandatory RTO requirement to receive the Diploma of Leadership and Management (BSB50420). Indicatively, to complete each module, participants can expect to devote **eight hours** of self-directed study time per week.

Assessment submission deadlines are due about five to six weeks after each module in Year One. Participants receive the submission deadline dates for each module upon their formal enrolment in the Program.

Supportive provisions are in place to help participants complete Diploma assessments. Where delays in submitting assessments are experienced, participants are initially contacted by the Program faculty to explore a way forward that best meets the needs of the participant. HETI may also engage with the participant's line manager and/ or sponsor, to ensure the participant is fully supported to progress steadily and productively through the Program.

### Business Improvement Project

The Business Improvement Project (BIP) sits within the Diploma (Year One). The aim of the BIP is to identify a project that will improve the performance and effectiveness in their work area. Through this activity, participants identify, propose, plan, implement, evaluate, and present their business improvement project.

The BIP proposal is scoped and undertaken with the support and assistance of the participant's line manager and sponsor, and in view of the scope and budget of the participant's local NSW Health organisation. Each participant presents their project and findings at the celebratory Diploma Graduation event.

## Peer learning

To enrich the learning experiences of participants through the Program, exercises and opportunities for action learning and exposure to subject matter experts will be provided.

## 360° assessment, feedback and workplace coaching

Program participants undertake professional development opportunities through a range of elective self-assessment and feedback tools. Participants are able to gain a better understanding of their strengths and development needs, and cultivate self-awareness through reflection, sharing and progressing professional development goals, thereby enhancing their leadership and management practice.

The 360° degree feedback process will be conducted twice during the program. It involves receiving constructive feedback from the participant's line manager, peers, and direct reports regarding their leadership behaviours, strengths, and areas for development. The first instance will occur at the beginning, helping participants set development goals. The second will take place at the end, focusing on the progress made over the two years and setting goals for future development. Each iteration includes a report and coaching session to support participants in their growth and learning journey.

Additionally, the *CliftonStrengths* assessment helps participants gain increased awareness of how to identify, understand and apply their greatest talents and strengths in everything they do. Also, taking the *Thomas-Kilmann Instrument* assessment helps participants understand their different conflict handling styles in greater depth, to help them improve how they manage conflict.

Participants are encouraged to share their development objectives with their line manager and sponsor. The cost of these self-assessment and feedback tools are met by HETI.

## Mentoring

The Program provides participants with learning and development opportunities through supportive mentoring relationships. Mentoring is one of several strategies used in organisations to stimulate professional development and promote optimal performance.

Participants are encouraged to recognise use areas for development to help identify a mentor with demonstrated qualities and attributes in the areas of leadership and management. Sponsors can assist participants to identify and approach a potential senior staff member (other than the participant's line manager) as a mentor. Mentors may also be identified outside of NSW Health.

A Mentoring Guide developed by HETI for mentees and mentors is available (refer to link below). The Program faculty can provide guidance on identifying suitable mentors.

Participants who identify as Aboriginal or Torres Strait Islander peoples may wish to consider both workplace and cultural mentoring relationships.

Visit [HETI.NSW.GOV.AU](https://www.heti.nsw.gov.au)

[Resources to Support Mentoring Partnerships](#)

## Reflective practice through experiential learning

Across the rich tapestry of the Program, participants develop their skills and knowledge through a range of mechanisms, and a premium is placed on the value of reflective practice. This practice is designed to support the growth of participants' leadership and management capabilities, through self-reflection, which allows for examination of an individual's values, assumptions and behaviour, developing self-aware, thoughtful leaders.

## Development work placements

Development work placements are 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, or clinical where there is a relevant clinical background, functions including finance, operations, population health and planning, workforce, corporate and clinical governance, health informatics and other areas. Placements should provide a stretch opportunity for participants and should be chosen to meet their development needs.

At least one placement should take place during the Program ranging from a minimum of four weeks to a maximum of six months. The length and location of the placement will be dependent on the needs of both the participant and their home organisation, and through negotiation with the host organisation.

Placements can be undertaken at any stage of the Program, yet the large volume of assessments requiring completion in Year 1 usually means that undertaking a placement in Year 2 is preferable. Proposed placements should be explored as early as possible through discussion with the participant's sponsor, line manager and where required, the HETI Program faculty.

Travel and accommodation costs associated with development placements are the responsibility of the participant's health organisation, unless special agreements are negotiated and agreed between health organisations.

## Live Team Challenge Exercise

In Year Two of the Program, participants will work collaboratively in teams to address a complicated problem within the NSW Health system. Participants will draw on their learnings from the Program and apply leadership and management theory to grapple with a system/ service problem. This process is undertaken in collaboration with local senior Service Leads and provides an impactful value add to the organisation, and an opportunity for the participants to grow confidence in system interactions. The project groups will present their research and recommendations, as well as their experiences and learnings, at the Program Graduation Day.

## Online information and collaboration hubs

Virtual hubs in MS Teams and My HETI promote and enrich continued collaboration and resource sharing across the Program and serve as tools to help underpin the experiential learning.

## Program costs

- The participant's NSW Health home organisation covers the participant's salary throughout the Program, including during their development placements, where these are taking place outside the home organisation.
- Travel and accommodation costs associated with development placements are funded by the home organisation.
- If face to face delivery is made possible, then travel, accommodation and any other costs

associated with participant attendance at modules are funded by the home organisation.

- The Diploma of Leadership and Management (BSB50420), this training is funded by the NSW Government.
- HETI will provide core Program texts and meet costs associated with the self-assessment and feedback tools are funded by HETI.

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## Key Roles and Responsibilities

Together HETI, sponsors and line managers play an important collaborative role in supporting participants throughout the Program. Using this collective approach, regular meetings are scheduled through the Program which are designed to support the experiences and outcomes of each Program participant.

These virtual meetings include a 'Square Meeting', designed to provide an individualised, wraparound support opportunity for each participant, their sponsor, line manager and Program faculty senior program manager/s to come together at regular points through the Program.

Another is the state-wide virtual 'Team Hub' which brings sponsors and line managers (excluding participants) together for knowledge sharing and best practice approaches. Across the two-year Program, two to three Square Meetings and three to four Team Hubs will be held.

### HETI

The key responsibilities of HETI include:

- design, implementation and evaluation of the Program in alignment with Program objectives, using best practice approaches that are supportive of the learning, engagement and progress of participants
- engagement with participants individually and as a cohort to develop and foster an optimal environment for learning and development
- delivery of the Diploma of Leadership and Management (BSB50420) qualification
- communication and engagement with Program stakeholders, including line managers, sponsors and placement host organisations through the Program

### Participant

The key responsibilities of the participant include:

- engagement in the Program as an emerging leader, role modelling the CORE values of NSW Health
- attendance at all modules, Diploma Graduation (Year One) and Program Graduation (Year Two) and completion of evaluation surveys
- submission and successful completion of all assessments and pre-module tasks in a timely manner
- participation in the 360° assessment, feedback and workplace coaching and other development instruments provided by the Program
- contribution to online information and collaboration hubs (My HETI and MS Teams)



- discussion with their line manager on any Program requirements that may impact their work, for example being released to attend Modules, seeking leave relating to tertiary studies (Diploma) and development placements
- identification of appropriate development placements and suitable mentors, through discussion with their sponsor, line manager and HETI
- informing HETI if they are going to be absent from a module or part thereof
- informing HETI and their local sponsor of any issues that may prevent them from completing any element of the Program
- informing HETI when there is a change in line manager, sponsor or organisation.

### Line manager

The key responsibilities of the line manager include:

- supporting participants to engage in all elements of the Program
- proactively monitoring and supporting participants to complete the Program
- contributing to and championing the implementation of the BIP within their health organisation
- engaging in negotiations to support development placements
- identifying opportunities for participants to undertake higher duties or roles to support development goals
- attending Program-related meetings (Square Meetings and Team Hubs).

### Sponsor

Local health organisation sponsors are senior staff members not responsible for directly supervising participants' performance. Sponsors meet with participants regularly to support their progress through the Program, assisting to identify potential mentors, development placements and opportunities for furthering their development as future leaders and managers. The key responsibilities of the sponsor include:

- supporting participants in their learning journey through the Program
- meeting regularly with participants to give encouragement and guidance
- supporting and promoting the Program across their health organisation
- proactively monitoring and supporting participants to complete the Program
- contributing to and championing the implementation of the BIP within their health organisation
- assisting participants in identifying an appropriate mentor
- supporting opportunities for participants to undertake suitable development placements both within the organisation or in external health organisations, including:
- identifying/contacting key contacts
- advocating

- liaising with senior management in organisations/units to formalise staffing for the work placement e.g. backfill and salary costs
- attending Program-related meetings (Square Meetings and Team Hubs).

## Mentor

The key responsibilities of the mentor include:

- recognising their role and ability to support an emerging leader
- taking an holistic view of participants
- providing support, encouragement and guidance to participants in progressing their identified developmental areas, through role modelling, active listening, advocacy and brokering networks
- supporting participants to articulate their aspirations and realise their potential
- sharing broader perspectives of the health sector, professional career, culture and work environment
- supporting the participant to improve their breadth of knowledge and skills
- agreeing to a Mentoring Action Plan that focuses on key development areas identified by the participant.

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## Participant Information

### Enrolment

Program participants are required to formally enrol into *the* Diploma of Leadership and Management (BSB50420). An individual email with step-by-step instructions is sent to each participant. The email includes forms which the participant is required to complete and sign. Completed forms must be emailed to the HETI Program faculty at [HETI-NextGen@health.nsw.gov.au](mailto:HETI-NextGen@health.nsw.gov.au)

# Program Architecture

YEAR ONE						DIPLOMA OF LEADERSHIP AND MANAGEMENT (BSB50420)						
PROGRAM COMPONENTS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5	DIPLOMA GRADUATION						
	<b>Welcome, Organisational &amp; Team Leadership</b>	<b>Finance, Project Management &amp; Operational Plans</b>	<b>Continuous Improvement &amp; Innovation</b>	<b>Emotional Intelligence, Communication &amp; Relationships</b>	<b>Critical Thinking and Sustainability</b>							
	<ul style="list-style-type: none"> <li>BSBTWK502 - Manage team effectiveness</li> <li>BSBLDR602 - Provide leadership across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>BSBFIN501 - Manage budgets and financial plans</li> <li>BSBPMG430 - Undertake project work</li> <li>BSBOPS502 - Manage business operational plan</li> </ul>	<ul style="list-style-type: none"> <li>BSBSTR501 - Establish innovative work environment</li> <li>BSBSTR502 - Facilitate continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>BSBPFE502 - Develop and use emotional intelligence</li> <li>BSBLDR523 - Lead and manage effective workplace relationships</li> <li>BSBCMM511 - Communicate with influence</li> </ul>	<ul style="list-style-type: none"> <li>BSBCRT511 - Develop critical thinking</li> <li>BSBSUS511 - Develop workplace policies and procedures for sustainability</li> </ul>							
	<ul style="list-style-type: none"> <li>Business improvement Project presentations</li> <li>Certificate ceremony for Diploma of Leadership and Management</li> </ul>											
	<p align="center"><b>Business Improvement Project (BIP)</b></p>											

YEAR TWO						
PROGRAM COMPONENTS	MODULE 6	MODULE 7	MODULE 8	MODULE 9	Program Graduation	
	<b>Deliver Outcomes that Matter to People</b>	<b>Self-Development: Understand my Impact</b>	<b>Activate Self and Others towards System Quality</b>	<b>Shape and Empower a Positive and Effective Culture</b>		
	<p>Appreciate the NSW Health system, directed by desired outcomes and enabled by sustainable leadership and management practices:</p> <ul style="list-style-type: none"> <li>Build system awareness and understand system landscape</li> <li>Lead and manage sustainably through complexity, disruption, and change</li> <li>People first</li> <li>Measure what matters</li> </ul> <p>And includes:</p> <ul style="list-style-type: none"> <li>Engagement with a Partner organisation</li> <li>Forming teams</li> <li>Personal Development plan</li> </ul>	<p>Awareness of self in a complex Health environment, engaging strengths in human-centred leadership and management:</p> <ul style="list-style-type: none"> <li>Align personal leadership and management approach to purpose and vision</li> <li>Identify leadership and management styles</li> <li>Safeguarding practices for physical, mental and social wellbeing</li> <li>Build self-awareness through reflective practice</li> </ul> <p>And includes:</p> <ul style="list-style-type: none"> <li>Personal Development Plan</li> <li>CliftonStrengths</li> </ul>	<p>Harness personalised approaches with others to contribute and influence system quality outcomes:</p> <ul style="list-style-type: none"> <li>Apply collaborative team approaches to progress strategic objectives</li> <li>Identify key stakeholders and co-create outcomes for positive results</li> <li>Drive critical thinking for system improvement</li> <li>Leading and managing for organisational performance</li> </ul> <p>And includes:</p> <ul style="list-style-type: none"> <li>Sharing progress with partner organisation service leads</li> <li>Practising facilitation and negotiation skills</li> </ul>	<p>Contribute to a trusting, compassionate, inclusive and sustainable culture:</p> <ul style="list-style-type: none"> <li>Nurturing a healthy workplace</li> <li>Improving service delivery through research innovation and technology</li> <li>Enhancing a collaborative culture in the digital environment</li> <li>Sustainability as a practice</li> </ul> <p>And includes:</p> <ul style="list-style-type: none"> <li>Innovative digital tools</li> <li>Participant career planning</li> </ul>		
	<ul style="list-style-type: none"> <li>Team Project Presentations</li> <li>Certificate ceremony for Program Completion</li> </ul>					
	<p align="center"><b>Live Challenge Team Exercise</b></p>					

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## Frequently Asked Questions

Q: What is the Program structure? (Refer Program architecture p 11)

A: The program is structured over two years. Year One primarily focuses on completing the Diploma of Leadership and Management, which includes a Business Improvement Project. Year Two involves the Live Challenge Team Exercise. A work placement also occurs typically in Year Two although this can be undertaken in Year One. Coaching is provided periodically throughout the Program to support participants' development.

Q: What is the delivery method?

A: The program is mainly delivered using virtual platforms, with some modules possibly delivered face-to-face.

Q: How challenging is the Diploma of Leadership and Management?

A: The Diploma of Leadership and Management (BSB50420) sits at a level above a Certificate IV and below a degree. It can be considered as broadly equivalent to first year university study. The Diploma develops essential skills and knowledge in the listed subject areas. (Refer Program architecture p 11).

Q: What does the Live Challenge Team Exercise entail?

A: In Year Two of the program, participants work collaboratively in teams to address a complex problem (the Live Challenge) confronting a NSW Health organisation. This NSW Health organisation is the sponsor of the Live Challenge. Each team will undertake a different Live Challenge working in collaboration with a local senior Service Lead.

Q: Will I receive study leave?

A: Participants may wish to apply for discretionary study leave through their NSW Health organisation in discussion with their line manager.

Q: How do I organise a work placement?

A: Participants can undertake placements within a range of business or clinical functions within NSW Health. Placements should provide a stretch opportunity for participants and should be chosen to meet their development needs. Participants should explore proposed placements early through discussion with their sponsor, line manager, and HETI.

Q: How much does the Program cost?

A: The program costs are covered by the participant's NSW Health home organisation. This includes the participant's salary throughout the program, travel and accommodation costs associated with development placements. The Diploma of Leadership and Management (BSB50420) is funded by the NSW Government, as part of the Smart & Skilled program. HETI will provide core program texts and meet costs associated with self-assessment and feedback tools.

Q: Who can I contact for help and/or information?

A: For help and information regarding the program, participants can contact the HETI Program faculty at [HETI-NextGen@health.nsw.gov.au](mailto:HETI-NextGen@health.nsw.gov.au)

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