

Developing Aboriginal Leaders



The NSW Public Service Commission (PSC) is committed to increasing Aboriginal representation in senior roles in the NSW Public Sector. OPRA was appointed to be part of the delivery of the inaugural Aboriginal Career and Leadership Development Programme, in collaboration with the PSC and The Australian Graduate School of Management (AGSM).

THE CHALLENGE

OPRA was commissioned to design and deliver a capability based assessment programme which aligned to the NSW Public Sector Capability Framework. This involved 24 Aboriginal employees from across the NSW public sector who aspired to leadership roles.

OPRA'S SOLUTION

The specifics of our solution included:

- A personality and ability assessment fully customised to the PSC's Capability Framework.
- Co-facilitated workshops by PSC and OPRA to position and engage participants in the programme.
- Flexible delivery of assessments ensuring high participation rate.
- Framing of the programme in the context of ongoing 'active coaching' and 'active learning'.
- Three fully customised 360s mapping to the specific capabilities required at each level of leadership.
- The inclusion of customised cultural-based 360 questions relating to 'community' and corporate issues experienced by participants.
- The 360 Degree Leadership Survey also allowed for the inclusion of feedback from Aboriginal community members.

RESULTS

The first-ever project of its type, the reporting output OPRA delivered needed to be targeted and easy-to-understand. This included:

- A complete analysis of the 'group results' which highlighted general themes relating to the participant group.
- Delivering a comprehensive participant report translating all cognitive ability, personality, and 360 results into a priority list of strengths and areas for development.
- Detailing specific talent management suggestions for each participant that linked specifically to the NSW Public Sector Capability Framework.

This tailored solution led to significant improvements in participant's performance and employment opportunities. Validation studies are in progress to measure the ongoing impact of this program.

COACHING: THE POINT OF DIFFERENCE

OPRA engaged leading Aboriginal community member and former National Rugby League player, Mr Ashley Gordon, to support the development, validation, and delivery of the Programme. This point of difference has seen OPRA get reappointed for a further 3 years.

"OPRA displayed a high level of engagement with programme participants and provided timely and detailed information to key stakeholders. This helped inform the planning and delivery of programme content that was relevant to the participants' development needs."

Sonja Stewart, NSW Deputy Commissioner