PRIME MINISTER’S Awards   
for Excellence in   
Public Sector Management

Initiative Title

|  |
| --- |
|  |

Organisation Contact Details

|  |  |
| --- | --- |
| **ORGANISATION NAME** |  |
| **POSTAL ADDRESS** |  |
| **WEBSITE** |  |
| **CONTACT OFFICER NAME** |  |
| **CONTACT OFFICER PHONE** |  |
| **CONTACT OFFICER EMAIL** |  |

The contact officer will be responsible for responding to any queries raised by the Assessor Panel or the Awards Selection Committee about the nomination.

Organisation Characteristics

|  |  |
| --- | --- |
| **MISSION** |  |
| **NUMBER OF EMPLOYEES**  **(Full time equivalents)** |  |
| **OPERATING BUDGET**  **($ Million)** |  |
| **NUMBER OF SITES**  **1 site**  **2-5 sites**  **6-20 sites**  **>20 sites** | Please mark with an X |

Identified Client Groups

| **CLIENT GROUP** | **INTERNAL/EXTERNAL** |
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|  |  |
| Please attach an extra sheet with client group names if there is insufficient space here. | |

Team Members’ Names and Positions

|  |  |
| --- | --- |
| **MEMBER 1** |  |
| **MEMBER 2** |  |
| **MEMBER 3** |  |
| **MEMBER 4** |  |
| **MEMBER 5** |  |
| **MEMBER 6** |  |
| **MEMBER 7** |  |
| **MEMBER 8** |  |
| **MEMBER 9** | Please attach a sheet with extra team names if there is insufficient space here. |

Secretary/CEO Endorsement

|  |  |
| --- | --- |
| **NAME** |  |
| **POSITION** |  |
| **SIGNATURE** |  |
| **DATE** |  |

In submitting a nomination, participating organisations agree that:

* Information and images from their nomination may be used by IPAA to promote the Prime Minister’s Awards for Excellence in Public Sector Management;
* If they win an Award, they will work with the Institute’s ACT Division to develop case study materials that will be made available on the IPAA website; and
* They will participate in an IPAA event to showcase the Award winners by delivering a presentation on their project/initiative.

Introduction

In one page please introduce your nomination and provide some background to its origins.

|  |
| --- |
| Background |

OUTCOME STATEMENT

Drawing on the results of this initiative, in one and a half pages please summarise the proven superior or best practice outcomes that have been achieved and the planned future directions. In this section you should tell us what made the initiative necessary, including:

* What gaps in service delivery standards had been identified;
* What solution was implemented;
* Why that solution was implemented;
* What the outcomes (preferably quantifiable) were; and
* What you plan to do next.

|  |
| --- |
| <<Please insert your text here, using the headings to set out your response. You should remove these instructions once this section of your nomination has been completed>> IssueSolutionOutcomeNext Steps |

INITIATIVE DESCRIPTION

Please provide a twenty-word description of your initiative.

|  |
| --- |
| <<Please insert your text here>> |

**Please ensure that your response to the four assessment dimensions is no more than twenty-six pages in length and addresses all four Awards criteria.**

**Please remove the Guidance row in each table once you have prepared your response.**

**Please remove the nomination guidelines (at the end of the template) once your nomination is complete.**

**Please note that this template is laid out with the Plan assessment dimension presented first. If the story of your nomination more comfortably commences in one of the other dimensions, you may reorder the template so that your story commences at the correct place. However, the subsequent assessment dimensions still need to be presented in the correct order. For example, you could order your response in any of these ways:**

**Plan – Implement – Monitor & Measure – Success**

**Implement – Monitor & Measure – Success – Plan**

**Monitor & Measure – Success – Plan – Implement**

**Success – Plan – Implement – Monitor & Measure**

**Regardless of the order of the assessment dimensions, you must still address all four Awards criteria.**

PLAN DIMENSION

| PLAN DIMENSION | |
| --- | --- |
| **CRITERION 1: Commitment to and achievement of exceptional stakeholder service and satisfaction** | |
| **Guidance**—This is where you tell us about gaps you have identified in your stakeholder service/satisfaction and how you decided what to do about them:   * Who are your customers and stakeholders, and what do you normally deliver to them? * How did you identify that your service delivery was falling short of standards/targets/expectations, or identify that a new service was required? * How did you decide what improvements (including new products, processes or services –see Criterion 4) would meet the service gaps? Did you consider alternative plans and processes? Were they part of a broader improvement strategy? * What new approaches to customer/stakeholder satisfaction did you adopt and why? * How did you plan to implement these new approaches and how did you plan to involve stakeholders in implementation? * Did you establish or revise service standards to enable you to tell whether your new approaches would meet the identified service gaps? How did you plan to measure the any improvement in stakeholder satisfaction? For example, did your plan use stakeholder focus groups, stakeholder satisfaction surveys, reviews of stakeholder complaints, or other methods to drive stakeholder participation in determining outcomes and service standards? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| PLAN DIMENSION | |
| --- | --- |
| **CRITERION 2: High standard of transparent leadership, planning and governance** | |
| **Guidance**—This is where you tell us about the leadership, planning and governance arrangements followed in implementing this initiative. The bigger and more complex the initiative, the more formality is expected.   * What leadership arrangements were chosen to support this initiative? Was the leadership based on organisational role, project role or personality? For example, leadership as a process, communication, leadership theories and philosophies. * Was leadership to be exercised at multiple levels? Why were these particular approaches chosen? * How was the initiative set up and managed; i.e. within normal line management or separate programme/project management arrangements? For example, consider project management frameworks, committee/board structures, terms of reference. * What plans were established to ensure an effective project? For example, schedules, budgeting arrangements, risk management, stakeholder management, audit or review mechanisms. What kind of documentation did you use to record decisions, risks and issues? * Why were these particular arrangements chosen? How do they link to the organisation’s broader planning and governance arrangements? * What indicators did you establish to track the efficiency and effectiveness of your planning and governance arrangements? For example, did you use stakeholder satisfaction survey, budget reports, audit results, planning cycle time reviews or project closure reports. * What indicators do you use to track the efficiency and effectiveness of your project or organisational leadership and what, if any, baseline data do you collect? How did you plan to measure the success of the approach you proposed? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| PLAN DIMENSION | |
| --- | --- |
| **CRITERION 3: High standard of people management and change management** | |
| **Guidance**—this is where you tell us how you prepared your staff for the business and organisational changes expected to be involved in your initiative.   * What major changes to organisational structure, processes and systems were anticipated? What changes in staff skills or behaviours were expected to be necessary, both as part of the main implementation process and then during ongoing business as usual operations? * What people and change management arrangements were chosen to help transition staff to the new situation? For example, role definition, communication models and methods, change management models, people management theories and philosophies. Why were these particular approaches chosen? How were they documented? * What people management theories and philosophies were used and did these differ from standard practice within the organisation, and if so, why? * What indicators did you establish to help you to assess whether the selected approaches were effective and efficient and did you have any baseline data? * How did you plan to measure the success of the approach you proposed? For example, staff or client surveys, 360-degree feedback tools, focus groups or other methods of assessing change? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| PLAN DIMENSION | |
| --- | --- |
| **CRITERION 4: Innovation in the design and/or delivery of products, services and processes** | |
| **Guidance**—This is where you tell us how you identified or designed the innovative products, services or processes that underpin the customer service improvements you have identified in Criterion 1.   * Why was an innovative approach required? * What is the innovation? How did you generate innovative ideas and then select an idea for implementation? * How innovative was your selected solution? What evidence can you point to show that it was:   + - Something completely innovative and novel that had never been used anywhere else before?     - Something that used an existing approach from another field or organisation in an innovative and novel way?     - Something that other people/organisations had used but which was completely new to your organisation? * How did you plan to implement the selected products, services or processes? For example, did you roll out an initial pilot program (perhaps focusing on a particular geographic or demographic target), as a staged implementation or as a one-off roll-out? * What performance indicators did you set up to tell you whether the innovation was actually delivering the required products, services, outputs, or outcomes? How did you propose to measure the performance of the new approach? Did you have any baseline data for comparison? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

IMPLEMENT DIMENSION

| **IMPLEMENT DIMENSION** | |
| --- | --- |
| **CRITERION 1: Commitment to and achievement of exceptional stakeholder service and satisfaction** | |
| **Guidance**—This is where you tell us how you actually implemented stakeholder service and satisfaction elements of the selected solution:   * Were the stakeholder service and satisfaction activities identified in your PLAN put into practice? Can you substantiate that the proposed stakeholder arrangements were followed? * Did the stakeholder service and satisfaction arrangements work as well as expected? Which parts worked better than others and did any of your approaches require modification as implementation progressed? * Were there any particular issues relating to stakeholders that had not been anticipated in the PLAN? How did you deal with these? * Did you use the tools and indicators identified in the PLAN dimension to track progress? * Did you undertake interim or progress measurement to determine whether the identified stakeholder service standards were being achieved? * Did you find any anomalous results as you implemented and what did you do about them? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **IMPLEMENT DIMENSION** | |
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| **CRITERION 2: High standard of transparent leadership, planning and governance** | |
| **Guidance**—This is where you tell us how you implemented the leadership, planning and governance arrangements established in the PLAN phase:   * Were the leadership, planning and governance arrangements identified in your PLAN put into practice? Can you substantiate that the proposed planning governance arrangements were followed? For example, are there meeting records, issue and risk registers or other documents that track implementation? * Did the leadership, planning and governance arrangements work as well as expected? Which parts worked better than others and did any of your project management approaches or artifacts require modification? * Were there any particular issues relating to leadership, planning and governance that had not been anticipated in the PLAN? How did you deal with these? * Did you use the tools and indicators identified in the PLAN dimension to track progress? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **IMPLEMENT DIMENSION** | |
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| **CRITERION 3: High standard of people management and change management** | |
| **Guidance**—This is where you tell us how you communicated the initiative to staff, how staff were involved and managed and how you implemented your plans to help your staff through the change processes involved in your initiative.   * How was the initiative communicated to staff? How were staff involved and managed? How did you maximise staff engagement, or at least minimize negative staff response in difficult situations? How did your communication methods evolve (if at all) over the life of the program/project? * Did the people and change management plans work as expected? Did any aspects work better than others and did any of elements require modification during implementation? Were there any particular issues relating to staff that had not been anticipated in the PLAN? How did you deal with these issues? * Did you use the tools and indicators identified in the PLAN dimension to track progress? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **IMPLEMENT DIMENSION** | |
| --- | --- |
| **CRITERION 4: Innovation in the design and/or delivery of products, services and processes** | |
| **Guidance**—This is where you tell us how you ‘rolled out’ the innovative products, processes or services.   * Did you establish a clear implementation strategy and did you follow it? * Was the innovation delivered as a pilot or in stages? How much of what you intended to achieve has been done? * Did you use implementation methods developed by others or did you develop your own implementation method? * Did you use the tools and indicators identified in the PLAN dimension to track progress? Did you identify any areas where the implementing was not progressing as planned? What did you do? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

MONITOR AND MEASURE DIMENSION

| **MONITOR AND MEASURE DIMENSION** | |
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| **CRITERION 1: Commitment to and achievement of exceptional stakeholder service and satisfaction** | |
| **Guidance**—this is where you tell us about how you monitored and/or measured the outputs and outcomes of your initiative to determine whether it actually met the intended or expected results.   * Did you monitor/measure client or stakeholder satisfaction using the indicators and tools established in the PLAN dimension? Were your evaluation approaches more qualitative or quantitative? What was involved in collecting the data, and did this work the way you originally planned? * Do you have any information (qualitative) that establishes whether your planned performance targets have been met or that progress has been made to meeting them? * Are you able to demonstrate with data (quantitative) that the original service delivery/satisfaction gap is closing or has closed? Can you provide any trend data or statistical analysis? * Were there any significant variations from expected results and what did you do to determine the cause of the anomaly? How did you rectify any variations in performance? * How do you know that these results flow from your PLAN and how you implemented it? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **MONITOR AND MEASURE DIMENSION** | |
| --- | --- |
| **CRITERION 2: High standard of transparent leadership, planning and governance** | |
| **Guidance**—This is where you tell us about how effective your leadership, planning and governance arrangements were in supporting or facilitating delivery of the overall outputs and outcomes.   * Did you monitor/measure the leadership, planning and governance activities of your initiative using the indicators and tools established in the PLAN dimension? Were your evaluation approaches more qualitative or quantitative? * Do you have any information (qualitative) or data (quantitative) that establishes whether your planned performance standards, particularly for your governance arrangements, have been met or that significant compliance was achieved? * How do you know that these results flow from your PLAN and how you implemented it? * Were there any significant variations from expected results and what did you do to determine the cause of the anomaly? How did you manage any variations in performance? Were there unintended consequences exposed as a part of monitoring performance, and how did you manage them? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **MONITOR AND MEASURE DIMENSION** | |
| --- | --- |
| **CRITERION 3: High standard of people management and change management** | |
| **Guidance**— This is where you tell us about how effective your people management and change management arrangements were in supporting or facilitating delivery of the overall outputs and outcomes.   * Were the people and change management arrangements identified in your PLAN put into practice? Were they fully implemented? * Did you monitor or measure the people management and change management activities of your initiative using the indicators and tools established in the PLAN dimension? Were your evaluation approaches more qualitative or quantitative? * Do you have any information (qualitative) or data (quantitative) that establishes whether your planned performance standards for people management and change management have been met, or that significant positive outcomes were achieved as planned? * What evidence can you point to demonstrate that these results flow from your PLAN and how you implemented the plan? * Were there any significant variations from expected results, and what did you do to determine the cause of the anomaly? How did you rectify the problems? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **MONITOR AND MEASURE DIMENSION** | |
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| **CRITERION 4: Innovation in the design and/or delivery of products, services and processes** | |
| **Guidance**—This is where you tell us how well the innovative products, services, processes or systems achieved your organisation’s business objectives.   * Did you monitor/measure the implementation of your innovative products, services, processes or systems using the indicators and tools established in the PLAN dimension? Were your evaluation approaches more qualitative or quantitative? * Do you have any evidence that establishes whether your planned targets have been met? Are you able to establish with measured results, that the innovation has provided the efficiency or effectiveness gains that were expected? * What evidence is available to show that these results flow from your PLAN and how you implemented it? * Were there any significant variations from expected results and what did you do to determine the cause of the anomaly? How did you rectify the problems that arose during the implementation of innovative aspects of your process? * If the innovation was derived from another organisation or industry, have you benchmarked to determine whether you have achieved comparable results to other implementations? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

SUSTAIN DIMENSION

| **SUSTAIN DIMENSION** | |
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| **CRITERION 1: Commitment to and achievement of exceptional stakeholder service and satisfaction** | |
| **Guidance**—This is where you tell us what lessons about stakeholder service and satisfaction you have learned from this implementation and how you have integrated them into your normal operations.   * Did you undertake any post-implementation review or evaluation of the stakeholder service and satisfaction elements of your implementation? What sorts of reviews were undertaken, and did they cover the way in which stakeholder service and satisfaction was addressed during implementation? * How did you use the results from your indicators in your review? What did you learn, particularly from any shortfalls in expected performance? How have you used that information to improve your approach to managing and measuring stakeholder service and satisfaction? * How have you embedded the lessons that were learned:   + - In the immediate work area; and/or     - Across wider areas of your organisation? * How has information about innovations or lessons learned during your activity been communicated to others? How have you embedded the lessons that were learned? In the immediate work area? Across wider areas of your organisation? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **SUSTAIN DIMENSION** | |
| --- | --- |
| **CRITERION 2: High standard of transparent leadership, planning and governance** | |
| **Guidance**— This is where you tell us what lessons about your leadership, planning and governance arrangements you have learned from implementation of your initiative, and how you have integrated these lessons into your normal operations.   * Did you undertake any post-implementation review or evaluation of the leadership, planning and governance aspects of your initiative? What sorts of reviews were undertaken, and did they cover:   + - The way in which leadership, planning and governance processes and plans were followed during implementation; and     - What contribution these elements made to the overall success of the initiative? * How did you use the results from your indicators in your review? What did you learn, particularly from any shortfalls in expected performance? How have you used that information to improve your approach to managing and measuring leadership? * How have you embedded the lessons about governance and project planning that were learned? * How has information about your planning and governance approach, and its results, been communicated to others? How have you embedded the lessons that were learned? In the immediate work area? Across wider areas of your organisation? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **SUSTAIN DIMENSION** | |
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| **CRITERION 3: High standard of people management and change management** | |
| **Guidance**—This is where you tell us what lessons you have learned about your people management and change management arrangements as a result of this initiative, and how you have integrated them into your normal operations.   * Did you undertake any post-implementation review or evaluation of the people management and change management aspects of your activity? What sorts of reviews were undertaken? Did the reviews cover the way in which people management and change management processes and plans were followed during implementation of your activity? Did the reviews examine the contribution that people management and change management practices in your team made to the overall success of the initiative? * How did you use the results from your measured indicators in your review? What did you learn, particularly from any shortfalls in expected performance? How have you used that information to improve your approach to managing and measuring satisfaction with the people management and change management approaches? * How have you embedded the lessons that were learned? In the immediate work area? Across wider areas of your organisation? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

| **SUSTAIN DIMENSION** | |
| --- | --- |
| **CRITERION 4: Innovation in the design and/or delivery of products, services and processes** | |
| **Guidance**—This is where you tell us what lessons about implementing innovative processes, products, services or systems you have learned from this activity and how you have integrated these lessons learned into your normal operations.   * Did you undertake any post-implementation review or evaluation of your innovation strategy? * What sorts of reviews were undertaken? Did they cover the way in which your plans to implement innovative processes, products, services or systems processes and plans were followed during implementation? Were you satisfied that your implementation of innovation was successful, or where there areas where a different approach may have provided better outcomes? * How did you use the results from your indicators in your review? What did you learn, particularly from any shortfalls in expected performance? How have you used that information to improve your approach to managing and measuring innovation? * How have you embedded the lessons that were learned? In the immediate work area? Across wider areas of your organisation? * How has this information been communicated to others? | |
| **NOMINATION RESPONSE** | **LINK TO EVIDENCE** |
| <<Please insert your response here>> | <<Please specify the evidence that supports each statement or claim made in this section citing page and paragraph where possible. Please also refer to the evidence number as used in the evidence glossary>> |

evidence glossary

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| --- | --- |
| **Title of Evidence** | **Referenced on the following pages of the nomination** |
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ATTACHMENT A

PRIME MINISTER’S Awards for Excellence in Public Sector Management

NOMINATION GUIDELINES

CLOSING DATE FOR NOMINATIONS

25 JULY 2016

2016

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Introduction

The Institute of Public Administration Australia (IPAA) ACT Division is calling for nominations for the Prime Minister’s Awards for Excellence in Public Sector Management (the Awards). These pre-eminent Public Sector Awards aim to encourage and recognise better practice and innovation in all levels of Government in Australia.

These Awards are designed to honour the achievements of public sector work groups, units and teams rather than individuals.

The Awards focus on specific initiatives and are based on organisations demonstrating success against four demanding criteria. Organisations have to demonstrate that they are able to devise and implement innovative customer-focused initiatives. They must also demonstrate that their success was not accidental—it must have been the result of a methodical and sustainable approach to improving the organisation’s practices in client satisfaction, leadership, people management, change management, planning, governance and innovation.

The Awards are based on the *IPAA Excellence in Public Sector Management Model*. The Awards covered by this Model are:

* **Sustainable Excellence in Public Sector Management**—Gold, Silver, Commended

Two supplementary Awards (Collaboration and Innovation) may be awarded at the discretion of the Judges to nominees for the Sustainable Excellence in Public Sector Management Award.

* **Collaboration**—joint nominations between two or more agencies or across levels of government, involving high performing initiatives
* **Innovation**—initiatives involving high levels of innovation with actual or the potential for highly successful outcomes.

Eligibility & Conditions

Any work unit, group or team within the Commonwealth, State or Territory and local government Public Sectors may nominate an initiative for the Prime Minister’s Awards for Excellence in Public Sector Management.

**Only public sector organisations are eligible to nominate.**

Initiatives that involve other organisations, private sector and/or community-based organisations are also eligible but only if the initiative is sponsored by the nominating public sector organisation. It is imperative that nominations that fall into this category are endorsed by the Secretary/CEO of the nominating public sector organisation.

Cross agency or whole of government initiatives are also eligible and are strongly encouraged.

Eligible initiatives can be large in scale and impact across the entire organisation (or multiple organisations), or they can be small in scale and impact at a more local level (or anywhere in between).

The Secretary/Chief Executive Officer of the Department, Agency, Authority or Office must endorse each Award nomination. This endorsement signifies agreement to the conditions of the Awards. For multi-agency nominations, the Secretary/Chief Executive Officer of all agencies involved should provide endorsement.

In submitting a nomination, participating organisations agree that:

* Information and images from their nomination may be used by IPAA to promote the Prime Minister’s Awards for Excellence in Public Sector Management;
* If they win an Award, they will work with the Institute’s ACT Division to develop case study materials that will be made available on the IPAA website; and
* They will participate in an IPAA event to showcase the Award winners by delivering a presentation on their initiative.

Assessment & Recognition

Assessment for the Awards is conducted in two stages and occurs from mid-August to late October.

* In Stage 1, teams of Assessors drawn from Commonwealth and State/Territory Government departments will assess the nominations using the Plan, Implement, Monitor and Measure, Sustain (PIMMS) methodology. The assessors are independent volunteers drawn from across the public sector. They are trained in the Awards process and they evaluate nominations against the IPAA Public Sector Excellence Model to consistently and objectively assess the excellence of each nomination.
* In Stage 2, a committee of eminent judges will review the assessors’ recommendations and selects the Award Winners.

The final decision to confer Awards will be based on there being nominations of an appropriate standard. All decisions and recommendations made by the Assessors and Judges Committee are binding and final.

Nominating agencies will be invited to attend the Awards Ceremony, which will be held in final quarter of the calendar year. At the ceremony, Awards Winners will be announced and their Awards will be presented. In addition, the excellent performance of the Award Winners will be celebrated through articles in national and local media.

Nominations

Organisations wishing to nominate work groups, units or teams for assessment for Awards must follow the instructions provided in these Guidelines. By doing so, nominees will be supported in preparing a thorough nomination that will properly address the Awards criteria and assessment dimensions. This will ensure that all the nominations are presented to the Assessors and Judges in a consistent format and therefore assist in equitable assessment and judging, as well as ensuring provision of focused feedback to all nominees.

# Nomination Kit

The Nomination Kit has three components. All these components, plus some hints and tips for preparing a good nomination, are available from [www.act.ipaa.org.au](http://www.act.ipaa.org.au).

|  |  |
| --- | --- |
| **Nomination Guidelines**  (The document you are currently reading) | The Guidelines provide help in ensuring that all parts of the nomination requirements are completed correctly. Nominations that do not address the criteria and assessment dimensions will not be assessed. |
| **Checklist** | The Checklist ensures that nominating agencies have completed all the required steps before submitting their nomination. |
| **Coversheet and Template** | The prescribed Microsoft Word document template must be used for every nomination. It includes prompts to assist in preparing a thorough nomination. These prompts must be removed prior to submission of the nomination. The Coversheet part of the Nomination Template collects information about the nominating agency. Where a joint nomination is being put forward, this form should be completed for each nominating organisation. The Secretary/CEO of the nominating organisation must sign the Coversheet. |

# Instructions for Preparing a Nomination

There are eight steps that you need to complete before you submit your finished nomination. They are:

1. Complete the Coversheet;
2. Write an Introduction and an Outcome Statement;
3. Write a twenty-word initiative description;
4. Address the Awards Criteria and Assessment Dimensions;
5. Make sure that you have provided the required number of copies of your nomination, and any supporting evidence, in the size and formats specified in these Nomination Guidelines;
6. Itemise relevant Supporting Evidence in the appropriate parts of the Nomination Template as well as in the Evidence Glossary at the end of the nomination;
7. Include the full payment required; and
8. Review the Checklist to make sure that you have finished all steps in the nomination process.

Steps 1 – 6 should be completed using the Nomination Template. Electronic copies of the Nomination Guidelines, Template and Checklist are provided in the Nomination Kit files available on [www.act.ipaa.org.au](http://www.act.ipaa.org.au).

**The closing date for nominations is provided on the cover of these Guidelines.**

## 1. Coversheet

Please complete the Nomination Coversheet, which collects information about the nominating organisation(s). The Secretary/CEO of your organisation must sign this coversheet to provide an endorsement of the high quality of this initiative.

## 2. Introduction and Outcome Statement

In one page please introduce your nomination and provide some background to its origins. Drawing on the results of your nominated initiative, in one and a half pages, please briefly describe the initiative, the needs that gave rise to it, the proven superior or best practice outcomes that have been achieved, and the planned future directions. Ideally you will use the guidance headings in the Nomination Template.

## 3. Initiative Description

Please provide a twenty-word statement that briefly describes your initiative.

## 4. Awards Criteria and Assessment Dimensions

For each of the four Awards criteria and assessment dimensions please use the questions provided in the Nomination Template to assist you in compiling relevant information in your nomination. The schematic on the following page will also provide you with guidance in approaching the preparation of your nomination, together with the Glossary of Terms at **Appendix A**.

The questions in the Nomination Template will help focus the response to each Awards criterion on the requirements of the Plan, Implement, Monitor and Measure, Sustain (PIMMS) assessment dimensions. Please note that there is no expectation that every nomination will be able to answer every one of the questions included in the Nomination Template. Similarly the content of a nomination should not be limited by these questions if the nominating organisation has additional relevant information that it wishes to include. It is up to nominating agencies how to spread their response to each assessment dimension over the four criteria or how explicitly to follow the guidance questions.

Please note that the Nomination template is laid out with the Plan assessment dimension presented first. If the story of your nomination more comfortably commences in one of the other dimensions, you may reorder the template so that your story commences at the correct place. However, the subsequent assessment dimensions still need to be presented in the correct order. Regardless of the order of the assessment dimensions, you must still address all four Awards criteria.

Further information about the criteria and assessment dimensions is described in detail in the *IPAA Public Sector Excellence Model,* which can be downloaded from [www.act.ipaa.org.au](http://www.act.ipaa.org.au)

### Schematic for Preparing a Nomination



## 5. Copies, Size and Formatting Requirements

Nominations should be restricted to 26 typed A4 pages in total for the four assessment dimensions plus a one page Introduction and a one and a half page Outcome Statement (see schematic above) at the beginning of their nomination and a 20-word description of the initiative. IPAA ACT may use the 20-word initiative description and the one and a half page Outcome Statement in publicity or other processes associated with the Awards.

The Microsoft Word nomination templates **must** be used for lodging a nomination. Once you have completed your nomination, you may wish to save it in pdf format. Nominations presented using other headings will be considered to be non-compliant and will not be assessed.

Nominations must be supported by relevant evidence, including statistical and other information demonstrating achievement of outcomes. Other supporting evidence can also include (but is not limited to) planning and project management documents, relevant extracts of strategic plans, web site URLs (plus a digital copy of the website content as sometimes links are no longer current at the time of assessment), copies newspaper articles, letters of appreciation, publicity photos, videos of achievements, annual reports or other relevant publications or media. The Assessor Teams will only review supporting material that is clearly identified as supporting the claims of the nomination. Supporting evidence must be submitted in digital format; IPAA will not accept hard copy evidence. Please ensure that there are no security or .exe features on the USB sticks. The preferred format for documents is pdf.

Organisations must submit **five** USB memory sticks, each to contain:

* An electronic copy (.pdf) of the nomination, including the signed coversheet
* Electronic copies of the supporting evidence including pdf documents, jpeg images, video clips, digital copies of any website content, even if a link is also provided), and
* Three colour photographs for Awards publications. Ideally, at least one of these will show the people involved in the initiative. The others should be representative of the initiative itself. Images need to be print quality—300dpi (or if 72 dpi then they need to be at least 1200 pixels wide).

## 6. Supporting Evidence

Please itemise your supporting evidence, along with the appropriate reference to show its relevance to a criterion and assessment dimension. The Nomination Template includes space for you to list your supporting evidence at relevant points throughout your nomination. Supporting evidence must be provided on a USB memory stick. The Evidence Glossary at the end of the nomination also needs to be completed.

Supporting evidence needs to be as precise as possible and extremely large documents and website references should be avoided.

Any missing evidence that is identified through nomination compliance checks will be requested once. If not supplied in a timely fashion, this evidence will not be considered during the assessment process.

## 7. Costs and Payment

Nominating organisations will meet the costs of preparation of nominations. An application fee of **$880.00** (payable at the time of lodgement) is levied to cover the costs of the assessment process. Payment can be made on the IPAA website or by contacting the IPAA ACT Office on (02) 6154 9800.

**The closing date for nominations is provided on the cover of these Guidelines.**

The Institute expects that work groups, units or teams that reach the final stage will be supported by the nominating agency to attend the Awards Ceremony to be held in Canberra in late November or early December.

## 8. Checklist

Please complete the Nomination Checklist to be sure that you have not omitted any key information.

Closing Date & Delivery of Nominations

All nominations must be received by the closing date (shown on the cover of this document) in order to be assessed and considered for an Award. Nominations should be sent to the following postal or courier address:

**Postal Address Courier Address**

Drew Baker Drew Baker  
Chief Executive Officer Chief Executive Officer  
IPAA ACT IPAA ACT  
PO BOX 4349 Unit 4, 16 National Circuit  
KINGSTON ACT 2604 BARTON ACT 2600

Phone: 02 6154 9800  
Email: drew.baker@act.ipaa.org.au

Contact for Questions

Mr Kerry Kennedy  
Awards Steering Committee   
Phone: 0403 781 513  
Email: Kerry.Kennedy@act.ipaa.org.au

Appendix A - Glossary

| **Term** | **Definition** |
| --- | --- |
| **Benchmarking** | A method of comparing and measuring processes and outcomes with those of recognised leaders, with the intent of improving performance. |
| **Best practice** | Best-known management practices as captured through global benchmarking with peak National Excellence Awards administrators and leading-edge research. |
| **Business Excellence** | Successful adoption of “best practice” management principles which include, but are not restricted to leadership and innovation; new strategies and planning processes; data, information and knowledge; people; customer and market focus; processes, products and services; business results. |
| **Change Management** | Change management is a structured approach to shifting/transitioning individuals, teams, and organisations from a current state to a desired future state. It is an organisational process aimed at helping employees to accept and embrace changes in their current business environment. |
| **Client** | The recipient or beneficiary of an output product or service. A client may be internal or external to the organisation. |
| **Data** | Raw numbers and facts, including perceptions. |
| **Governance** | ‘…the set of responsibilities and practices, policies and procedures, exercised by an agency’s executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.’[[1]](#footnote-1) |
| **Information** | Data that has been processed in a way to give it meaning through analysis or interpretation and presentation. |
| **Implementation** | Implementation is the execution of a plan, idea, model, design, specification, standard, algorithm, or policy. |
| **Improvement** | The processes by which plans and how they are implemented and reviewed in order to learn and adapt and thus achieve better results. |
| **Innovation** | The process of developing and applying novel products, processes, technologies and management practices to create significant value for stakeholders. In the Awards, innovations can be:   * Something completely innovative and novel; or * Something that already exists but which is applied in a new way; or * Something that already exists but which is new to the organisation. |
| **Knowledge** | That which is created when relationships demonstrated by information have been tested and refined through experience. |
| **Leadership** | Leadership is behaviour, not a position. It can be exercised at any level within an organisation. The characteristics of leadership behaviour can include:   * Clarifying purpose * Inspiring trust * Aligning systems * Unleashing talent[[2]](#footnote-2) |
| **Measure** | To document actual results by ascertaining the size, amount, or degree of (something) by using standard units |
| **Monitor** | To observe and check the progress or quality of (something) over a period of time; keep under systematic review. Validate an implementation by documenting actual activity and comparing it to expected activity. |
| **Objective Evidence** | Data and/or information that supports or verifies the existence of something. Objective evidence can be gained through observation, measurement, testing or other means. |
| **Performance** | Achievement by an individual, team, organisation or process. |
| **Plan/Planning** | A series of activities to be undertaken to achieve a particular result. |
| **Process** | A sequence of activities that adds value by producing required outputs from a variety of inputs. |
| **Quality** | The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs or fitness for purpose. Quality will therefore include the following:   * Quality of Design—features. * Quality of Conformance—the contract between the customer and supplier. * Reliability—the trust the customer can place in the supplier. * Price—explicitly related to customer perception of value and hence of quality. |
| **Results** | The performance indicators, as well as the process by which these indicators are monitored and evaluated, that measure the effectiveness of a plan and how it has been implemented. |
| **Stakeholders** | All those who have an interest in an organisation, its activities and its achievements. These may include clients, partners, employees, shareholders, owners, the community, government and regulators. |
| **Strategy** | A high-level plan for achieving success in an activity, in particular being a successful enterprise. |
| **Sustainability** | Processes for ensuring that ‘systems’ are able to remain stable and functional indefinitely. |
| **System** | A set of processes working together to achieve a common aim or outcome. |
| **Values** | The understandings and expectations that describe how the organisation’s people behave and upon which all business relationships are based (e.g. trust, support and truth). |
| **Vision** | A description or image of how the organisation wishes to be in the future. |

Appendix B – Nomination Checklist

|  |  |
| --- | --- |
| **ACTION** | **STATUS** |
| Obtain an electronic copy of the Nomination Kit ([www.act.ipaa.org.au](http://www.act.ipaa.org.au)) |  |
| Prepare nomination in accordance with guidelines and templates: |  |
| * Page limits and formatting requirements are satisfied |  |
| * Supporting evidence is relevant and referred to within the nomination in the appropriate places |  |
| * Coversheet has been completed |  |
| * Secretary/CEO has endorsed the nomination by signing the coversheet |  |
| * Payment of nomination fee of **$880.00** has been completed via the IPAA website ([www.act.ipaa.org.au](http://www.act.ipaa.org.au)) |  |
| Material to be submitted has been compiled:   * Five USB memory sticks, each to contain:   + An electronic copy (.pdf) of the nomination, including the signed coversheet   + Electronic copies of the supporting evidence including pdf documents, jpeg images, video clips, digital copies of any website content, even if a link is also provided), and   + **Three** colour photographs for Awards publications. Ideally, at least one of these will show the people involved in the initiative. The others should be representative of the initiative itself. Images need to be print quality—300dpi (or if 72 dpi then they need to be at least 1200 pixels wide). * IPAA will not accept any hard copy evidence. |  |
| Contact officer has been given a copy of the nomination and supporting evidence |  |
| Nomination delivered to IPAA by courier or post by close of business, **25 July 2016** |  |

1. ANAO and Department of the Prime Minister and Cabinet, 2006, Implementation of Programme and Policy Initiatives: Making Implementation Matter, Better Practice Guide, Commonwealth of Australia, Canberra, p.13 <[http://www.anao.gov.au/uploads/ documents/Implementation\_of\_Programme\_and\_Policy\_Initiatives.pd](http://www.anao.gov.au/uploads/documents/Implementation_of_Programme_and_Policy_Initiatives.pd)f> [↑](#footnote-ref-1)
2. Stephen R Covey, The Community, No 642 ([www.stephencovey.com/blog/?p=6](http://www.stephencovey.com/blog/?p=6)) as at 9 April 2012 [↑](#footnote-ref-2)