



# PRIME MINISTER'S AWARDS FOR EXCELLENCE IN PUBLIC SECTOR MANAGEMENT

**NOMINATION GUIDELINES**

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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 on the IPAA ACT website [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**.

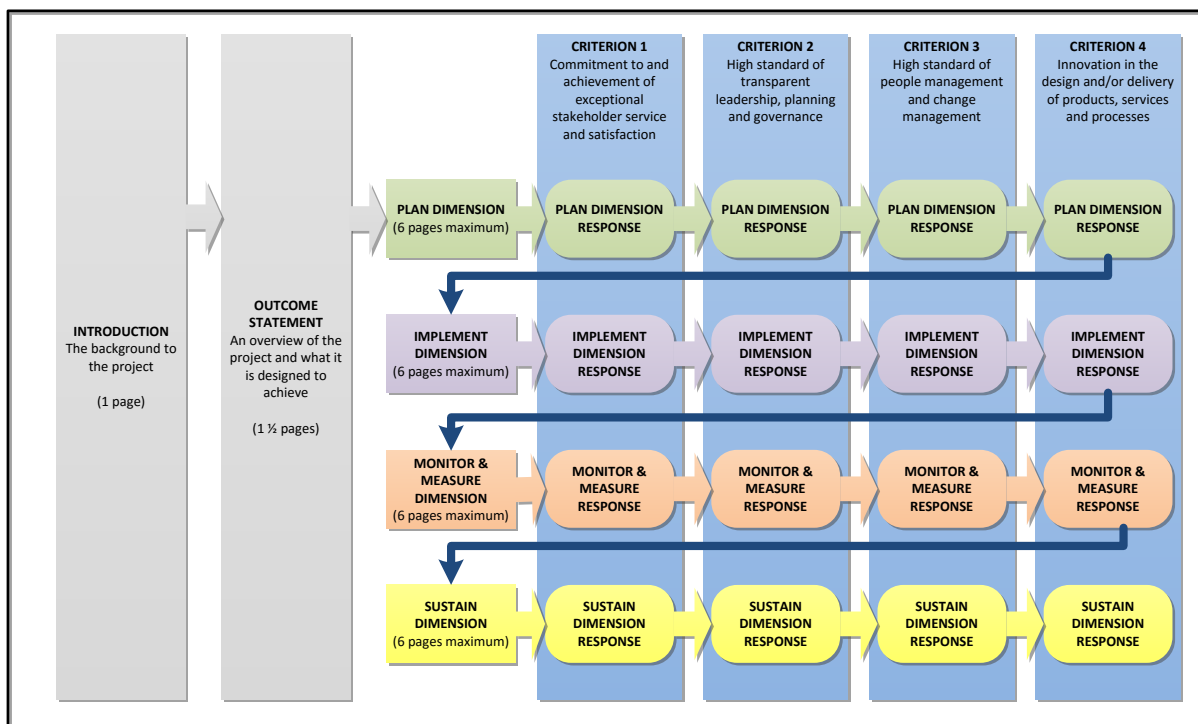
The questions in the Nomination Template will help focus the response to each Awards criterion on the requirements of the Plan, Implement, Monitor and Measure, Sustain (PIMMS) assessment

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 lodgment) is levied to cover the costs of the assessment process. Payment can be made online via IPAA ACT's website. The website allows payment by credit card, or provides an option for you to request a tax invoice. For assistance with online payment, please contact 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.

## 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

Drew Baker  
Chief Executive Officer  
IPAA ACT

PO BOX 4349  
KINGSTON ACT 2604

Phone: 02 6154 9800

Email: [drew.baker@act.ipaa.org.au](mailto:drew.baker@act.ipaa.org.au)

### Courier Address

Drew Baker  
Chief Executive Officer  
IPAA ACT

Unit 4, Ground Floor, 16 National Circuit  
BARTON ACT 2600

## CONTACT FOR QUESTIONS

Mr Kerry Kennedy  
Awards Steering Committee  
Phone: 0403 781 513  
Email: [kerry.kennedy@act.ipaa.org.au](mailto:kerry.kennedy@act.ipaa.org.au)

## APPENDIX A - GLOSSARY

<b>Term</b>	<b>Definition</b>
<b>Benchmarking</b>	A method of comparing and measuring processes and outcomes with those of recognised leaders, with the intent of improving performance.
<b>Best practice</b>	Best-known management practices as captured through global benchmarking with peak National Excellence Awards administrators and leading-edge research.
<b>Business Excellence</b>	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.
<b>Change Management</b>	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.
<b>Client</b>	The recipient or beneficiary of an output product or service. A client may be internal or external to the organisation.
<b>Data</b>	Raw numbers and facts, including perceptions.
<b>Governance</b>	‘...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.’ <sup>1</sup>
<b>Information</b>	Data that has been processed in a way to give it meaning through analysis or interpretation and presentation.
<b>Implementation</b>	Implementation is the execution of a plan, idea, model, design, specification, standard, algorithm, or policy.
<b>Improvement</b>	The processes by which plans and how they are implemented and reviewed in order to learn and adapt and thus achieve better results.
<b>Innovation</b>	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: <ul style="list-style-type: none"> <li>• Something completely innovative and novel; or</li> <li>• Something that already exists but which is applied in a new way; or</li> <li>• Something that already exists but which is new to the organisation.</li> </ul>

<sup>1</sup> 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.pdf](http://www.anao.gov.au/uploads/documents/Implementation_of_Programme_and_Policy_Initiatives.pdf)

<b>Knowledge</b>	That which is created when relationships demonstrated by information have been tested and refined through experience.
<b>Leadership</b>	Leadership is behaviour, not a position. It can be exercised at any level within an organisation. The characteristics of leadership behaviour can include: <ul style="list-style-type: none"> <li>• Clarifying purpose</li> <li>• Inspiring trust</li> <li>• Aligning systems</li> <li>• Unleashing talent<sup>2</sup></li> </ul>
<b>Measure</b>	To document actual results by ascertaining the size, amount, or degree of (something) by using standard units
<b>Monitor</b>	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.
<b>Objective Evidence</b>	Data and/or information that supports or verifies the existence of something. Objective evidence can be gained through observation, measurement, testing or other means.
<b>Performance</b>	Achievement by an individual, team, organisation or process.
<b>Plan/Planning</b>	A series of activities to be undertaken to achieve a particular result.
<b>Process</b>	A sequence of activities that adds value by producing required outputs from a variety of inputs.
<b>Quality</b>	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. <ul style="list-style-type: none"> <li>• Quality will therefore include the following:</li> <li>• Quality of Design—features.</li> <li>• Quality of Conformance—the contract between the customer and supplier.</li> <li>• Reliability—the trust the customer can place in the supplier.</li> <li>• Price—explicitly related to customer perception of value and hence of quality.</li> </ul>
<b>Results</b>	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.
<b>Stakeholders</b>	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.

<sup>2</sup> 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

<b>Strategy</b>	A high-level plan for achieving success in an activity, in particular being a successful enterprise.
<b>Sustainability</b>	Processes for ensuring that 'systems' are able to remain stable and functional indefinitely.
<b>System</b>	A set of processes working together to achieve a common aim or outcome.
<b>Values</b>	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).
<b>Vision</b>	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 ( <a href="http://www.act.ipaa.org.au">www.act.ipaa.org.au</a> )	
Prepare nomination in accordance with guidelines and templates:	
<ul style="list-style-type: none"> <li>• Page limits and formatting requirements are satisfied</li> </ul>	
<ul style="list-style-type: none"> <li>• Supporting evidence is relevant and referred to within the nomination in the appropriate places</li> </ul>	
<ul style="list-style-type: none"> <li>• Coversheet has been completed</li> </ul>	
<ul style="list-style-type: none"> <li>• Secretary/CEO has endorsed the nomination by signing the coversheet</li> </ul>	
<ul style="list-style-type: none"> <li>• Payment of nomination fee of <b>\$880.00</b> has been completed via the IPAA website (<a href="http://www.act.ipaa.org.au">www.act.ipaa.org.au</a>)</li> </ul>	
<p>Material to be submitted has been compiled:</p> <ul style="list-style-type: none"> <li>• <u>Five</u> USB memory sticks, each to contain: <ul style="list-style-type: none"> <li>○ An electronic copy (.pdf) of the nomination, including the signed coversheet</li> <li>○ 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</li> <li>○ <b>Three</b> 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).</li> </ul> </li> <li>• IPAA will not accept any hard copy evidence.</li> </ul>	
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, <b>25 July 2016</b>	