

ACTIVITY COMPLETION REPORT

Updated March 2006

**Law & Justice Sector Executive Leadership
Program**

TABLE OF CONTENTS

	Page
ACRONYMS AND ABBREVIATIONS.....	4
EXECUTIVE SUMMARY	5
1. BACKGROUND	6
2. REQUEST FOR SERVICE OBJECTIVES DESIGN &.....	7
APPROVAL	
2.1 Request for Service.....	7
2.2 Program Design.....	7
2.3 Factors Addressed by the Executive Leadership Program.....	8
2.4 Final Design.....	9
2.5 Goal Objectives and Outcomes.....	10
2.6 Program Approval.....	10
3. CHIEF EXECUTIVE OFFICER SEMINAR.....	10
3.1 Seminar Objectives and Content.....	10
4. PREPARATION WORKSHOPS.....	10
4.1 Preparation Workshops for Individual Participants.....	11
5. IMPLEMENTATION.....	11
5.1 Program Implementation.....	11
5.2 Module 1- Governance in the Public Sector.....	12
5.3 Module 2- Organisational Governance.....	12
5.4 Module 3- Leading High Performance Organisations.....	13
5.5 Work Based Learning - Coaching & Projects.....	14
6. PROGRAM MANAGEMENT.....	14
6.1 Governance.....	14
6.2 Coordinating Advice to Participants.....	15
6.3 Contracting of Sessional and Coaching Services.....	15
6.4 Reporting.....	15
6.5 Risk Management.....	16
7. PROGRAM CONTINUATION.....	16
7.1 Endorsement of a 6 Months Continuation of the Program.....	16
7.2 Accountability for Monitoring and Implementation.....	16

7.3	Variation of the Memorandum of Understanding.....	16
7.4	Variation of Sir Arnold Amet’s Contract.....	17
7.5	Continuation of Support to Participants.....	17
7.6	Recall Day.....	17
7.7	Final Presentations.....	17
7.8	Completion Certificates.....	20
7.9	Administration.....	20
8.	RECOMMENDATIONS.....	20

ANNEXURES

Annex A Report on Monitoring Evaluation and Lessons Learned.

Annex B Scope of Services.

Annex C Issues Paper: How the ELP Experience can Inform PSWDI Development & Scoping.

ATTACHMENTS - REQUEST FOR SERVICE OBJECTIVES DESIGN & APPROVAL

Attachment 1 Law & Justice Sector Training Manager - Terms of Reference

Attachment 2 Law & Justice Sector Scoping Adviser - Terms of Reference

Attachment 3 Short Term Leadership/Coaching Adviser - Terms of Reference.

Attachment 4 Design Group Meeting Information

Attachment 5 Design Group Discussion Papers

Attachment 6 Design Models

Attachment 7 Final Concept Paper

Attachment 8 Objectives

Attachment 9 Proposal to NCM for the Delivery of an Executive Leadership Program

Attachment 10 Approval and Memorandum of Understanding

ATTACHMENTS - CHIEF EXECUTIVE OFFICER SEMINAR

Attachment 11 Aims Agenda Keynote Speakers and Invitation List

Attachment 12 Papers Presented by Keynote Speakers

ATTACHMENTS - PREPARATION WORKSHOPS

Attachment 13 Confirmation of Participants

Attachment 14 Preparation Workshops for Individual Participants

ATTACHMENTS – IMPLEMENTATION MODULE ONE

Attachment 15 Module One Resources

ATTACHMENTS – IMPLEMENTATION MODULE TWO

Attachment 16 Module Two Resources

ATTACHMENTS – IMPLEMENTATION MODULE THREE

Attachment 17 Module Three Resources

ATTACHMENTS – WORKBASED LEARNING – COACHING & PROJECTS

Attachment 18 Work Based Learning – Coaching & Project Resources

ATTACHMENTS - PROGRAM MANAGEMENT

Attachment 19 Governance

Attachment 20 Coordinating Advice to Participants

Attachment 21 Contracting of Sessional Coaching Services

Attachment 22 Reporting

Attachment 23 Risk Management

ATTACHMENTS - PROGRAM CONTINUATION

Attachment 24 Variation to the MoU

Attachment 25 Variation to Sir Arnold Amet's Contract

Attachment 26 Coaching Schedule

Attachment 27 Recall day

Attachment 28 Final Presentation

Attachment 29 Administration Arrangements for the Continuation of the Program

Attachment 30 Financial Statement

Attachment 31 Report of Monitoring & Evaluation Adviser (March 2006)

ACRONYMS AND ABBREVIATIONS

ACR	Activities Completion Report
ADS	Australian Development Scholarships
AMC	Australian Managing Contractor
ECP	Enhanced Cooperation Program
CEOs	Chief Executive Officers
ELP	Executive Leadership Program
EOs	Executive Officers
L&JSP	Law & Justice Sector Program
L&JS	Law & Justice Sector
M&ER	Monitoring and Evaluation Report
MoU	Memorandum of Understanding
MTDS	Medium Term Development Strategy
NCM	National Coordination Mechanism
PA	Partnership Agreement
NPSGTP	National Public Service Graduate Trainee Program
PATTAF	Papua New Guinea - Australia Targeted Training Facility
PDT	Program Design Team
PNGIPA	Papua New Guinea Institute of Public Administration
PSRMU	Public Sector Reform Management Unit
PSRS	Public Sector Reform Strategy
PSWDI	Public Sector Workforce Development Initiative
SCPU	Sector Coordination and Planning Unit
SDPA	Service Delivery Partnership Agreement
TORs	Terms of Reference

Note: L&JS is the collective term for the Papua New Guinea Government Law & Justice Agencies. L&JSP is the term for the AusAID program working in support of the L&JS Agencies.

EXECUTIVE SUMMARY

In April 2004 the Law & Justice Sector Program requested PATTAF to scope and design a program aimed at strengthening the capabilities of executives in leadership positions in the Sector Agencies.

Between August and November 2004 the scoping and design of a leadership development program for executives was completed. After various delays the Executive Leadership Program (ELP) was launched in April 2005 for 24 participants from 3 agencies in the Law & Justice Sector.

The program adopted a participatory design approach, based on action-learning principals with the design and funding for the program subsequently being endorsed by the National Coordination Mechanism (NCM).

Following the delivery of a Chief Executive Officers (CEOs) seminar the program commenced with participants using diagnostic tools to assist with the development of individual learning plans and work based projects.

The body of the program comprised of a series of modules on leadership and public administration and the design, development and implementation of work place projects as a medium through which learning in the workplace would occur. These activities were delivered through sessional contractors, a Short Term Leadership (STA) Adviser and a Papua New Guinea Coach. The work-based projects were supported by one-to-one coaching sessions for each individual.

A Steering Committee was formed of CEOs from those agencies that nominated staff to participate in the program. The role of the Committee was to monitor the relevance of the program and the progress of their participants. Its members also played a pivotal role in the endorsement of work-based projects as well as the assessment of individual learning achievements at the completion of ELP.

The original risk assessment for the program identified that the participation rates were considered to be the highest risk particularly in the Law & Justice Sector (L&JS) where, aside from the pressures of the reform program, officers have to comply with the demands of the courts and respond to the volatility of operational matters.

Steps that were taken to minimise this particular risk, but following a series of withdrawals this number reduced from 24 to 14 in the period April 2005 to August 2005.. The major reason for the withdrawals was the rapid escalation of work within the agencies mainly due to parallel implementation of various reform projects. This impacted most heavily on those EOs participating in both the reforms and the ELP. Following discussions with the key stakeholders the decision was taken to continue the program for another six months until February

2006. During this completion phase, the number of active participants fell to 9, the number who took part in the presentation workshop in February 2006

The Activities Completion Report (ACR) also includes a report on Monitoring Evaluation and Lessons Learned this is provided at **Annex A**.

The draft Scope of Service documentation provided in **Annex B** also forms part of the ACR. An Issues Paper entitled “How the ELP Experience can Inform PSWDI Development & Scoping” is provided in **Annex C**. This has been developed to enable the lessons learned during the delivery and monitoring and evaluation of the program to be fully integrated within the direction of the Public Sector Reform Strategy (PSRS) and the Public Sector Workforce Development Initiative (PSWDI) Framework 2005 – 2007. In this context a number of recommendations are made:

- That the documentation relating to lessons learned during the ELP experience should be made available as a resource to the PSRMU and the “Think Tank” in the context of the PSWDI Framework 2005 – 2007 to inform ongoing work in the field of leadership development within the public sector of Papua New Guinea.
- That the particular issues affecting leader-managers within the L&JS of Papua New Guinea as identified by participants in the ELP and their CEOs be put forward to the PSRMU and the “Think Tank” in the context of the PSWDI Framework 2005 – 2007 to inform future scoping and design activities.
- That a debate should occur amongst key stakeholders concerning a fully integrated approach to leadership development in the public sector.

1. BACKGROUND

The Papua New Guinea Australian Targeted Training Facility (PATTAF) is an Australian Government Initiative, funded through AusAID.

The goal of the facility is “to contribute to improve performance of agencies and organisations in meeting their organisation objectives.” The development purpose of the facility is “to contribute to workforce development and organisational capacity building on the agreed priorities.” The PATTAF approach includes a range of initiatives, Australian Development Scholarships (ADS), Australian Regional Development Scholarships, Human Resources capacity building programs and mixed mode programs.

The genesis for an Executive Leadership Program (ELP) was contained in the 2004 Law & Justice Sector Program (L&JSP) Annual Program Plan. This contained a proposal for a “leadership development initiative across the sector, drawing on the experience and knowledge of staff contracted by PATTAF to scope the requirements and source the delivery of the program.”

2. REQUEST FOR SERVICE OBJECTIVES DESIGN & APPROVAL

2.1 Request for Service

Shortly after deployment of the Training Manager the original Terms of Reference (TORs) were modified with the following effect:

- The scale of funding was reduced from K10m to little more than K600,000.
- The cohort was reduced from all Law & Justice Sector (L&JS) agencies to three.

The original terms of reference for the Training Manager and Scoping Adviser are provided at **Attachments 1 & 2**

As new program initiatives emerged under the Public Sector Reform Strategy (PSRS) that envisaged capacity building within the Papua New Guinea Institute of Public Administration (PNGIPA) revised TORs were developed and approved to further engage a Leadership Adviser - LJSP Coach. The TORs for this are provided at **Attachment 3**.

2.2 Program Design

Program participants formed a Program Design Team (PDT) to work with PATTAF Advisers and others to develop and design the ELP.

This process preceded the formal program and commenced the professional development of the participants, but through an informal learning experience.

The role of this PDT was:

- To ensure that the ELP integrates with the PNG executive leadership context and the sector-wide reforms.
- To ensure that the ELP is linked both strategically and operationally with the L&JSP strategies and work programs.
- To identify critical topics to be included in the ELP.
- To advise on the appropriateness of the structural components of the ELP.

See also **Attachment 4** that contains papers associated with design group meetings.

Initial research and consultation lead to the conclusion that Public Servants across all levels had been exposed to extensive training over the years. It was also concluded that EOs were generally well educated to post-graduate levels, with only a few exceptions and that most had attended management and leadership programs in their recent careers.

Despite this, commentary both from within the Public Service and from organisations outside the service reflected concerns about the:

- Lack of accountability and ethics at all levels.
- Lack of evidence that those who have received extensive training are actually applying it in the work place.
- General demise of capability in the management of public administration functions.

Scoping meetings and discussions with EOs in the L&J S confirmed that:

- There were impediments to the practical application of previous training.
- There is poor accountability amongst EOs, as well as a lack of focus on standards of operational performance and service delivery.
- Some of these impediments are located outside the L&JS: some are in the current operations of central agencies, and others relate to a lack of realistic performance contracts, delegated powers, sanctions for poor performance and general working conditions and entitlements leading to poor morale.

It was concluded from all the evidence available at the time that the EOs in the L&JS did not simply need another ‘training’ program, rather an approach that tried to link knowledge and work practice with the drive to behave or act accordingly. The challenge was to enable EOs in the L&JS to operate as accountable public administrators while at the same time carrying out their social responsibilities.

In terms of delivery, the strengthening of leadership capability in the L&JS was aligned with the staged roll-out of the Law & Justice Sector Program (L&JSP) rationalisation reviews.

There was concern expressed at the time about the absorptive capacity of those EOs who were involved with both initiatives – the rationalisation reviews and the ELP. The ELP therefore attempted to build in strategies to minimise any potential overload.

The L&JSP staged the rationalisation reviews to be implemented initially in the Ombudsman’s Commission, Magisterial Services and the Public Prosecutor’s Office. Therefore, the ELP initially focused on EOs in those three agencies only. **See also Attachment 5, Attachment 6.**

2.3 Factors Addressed by the Executive Leadership Program.

The following factors were to be addressed by the ELP:

- Aligning leadership capabilities with the Public Sector Reform Strategy (PSRS).

- Fostering an environment to enable EOs to absorb formal learning on leadership into their professional practice in the work place.
- The development of a pluralistic system of personal values and responsibilities and public administration accountability.
- Leadership as a complex system of integrated factors, some of which are external to the agency and even the Public Sector, and some of which are internal applying to functional operations.
- Minimising the impact of the range of initiatives under the reform on the personal quality of working life.
- Shifting the locus of control for any personal and professional development to the EOs, and away from external 'advisers'.

2.4 Final Design

The final concept paper at **Attachment 7** was prepared together with the final design of the program. This included:

- A one day Seminar for L&J Sector CEOs to launch the formal components of the ELP. The theme of this Seminar was "Contemporary Leadership Challenges" with both National and Australian keynote speakers.
- It was proposed that this Seminar would be scheduled during April 2005, and to align with a meeting of the NCM.
- ELP participants would develop personal learning targets identified through a Capability Gap Assessment process.
- A series of short modules presented by subject experts on topics selected by the Design Team, and/or identified through the Capability Gap Assessment process.
- Periods of work practice between modules to trial and introduce new approaches to work issues identified as learning targets.
- A coach or learning facilitator who supports each participant's personal development experience, in an environment of trust and confidentiality.
- A Steering Committee of CEOs/LJSP/PATTAF and other eminent people to provide guidance and support to the ELP
- At the completion of the ELP, a formal presentation, with supporting evidence, of each participant's assessment of their learning experience to the Steering Committee.
- CEOs provide their views of the impact of the program on the participant, and cite evidence of strengthened leadership capability in the Agency, at this formal presentation.
- These presentations form the evaluation methodology for assessing the overall impact of the ELP on the participating Law & Justice Sector Agencies.

At the completion of the design stage it was expected that the program would commence in January 2005 and conclude September 2005 depending upon the number of formal modules selected.

2.5 Goal Objectives and Outcomes

The goal of the program was to:

- Contribute to improved leadership and management capability (public administration) in the three Law & Justice Sector agencies.

The operational objectives of the program and its desired deliverables are shown at **Attachment 8**.

2.6 Program Approval

Throughout the design process each of the Chief Executive Officers were consulted and gave their support to the program. A submission was made and a presentation was given to the National Coordinating Committee (NCM) who endorsed the funding and the proposal for implementation. The approval was subsequently confirmed in a Memorandum of Understanding (MoU) between the NCM, L&JSP and PATTAF. See also **Attachment 9** and **Attachment 10**.

3. CHIEF EXECUTIVE OFFICER SEMINAR

3.1 Seminar Objectives and Content

A one day Seminar for L&J S CEOs was held to launch the formal components of the ELP. The theme of this seminar was “Contemporary Leadership Challenges” with both National and Australian keynote speakers presenting material on leadership and public administration.

This Seminar was held in April 2005 immediately after a meeting of the NCM and was seen as an essential precursor to the commencement of the ELP.

Attachment 11 provides an overview of the seminar including the objectives, agenda, a profile on each of the keynote speakers and a list of participants. The papers presented by each of the keynote speaker is provided at **Attachment 12**

4. PREPARATION WORKSHOPS

4.1 Preparation Workshops for Individual Participants

Prior to the commencement of the program each EO was sent a personal letter signed by their respective CEO confirming their participation in the program. A list of participants and a sample letter is provided at **Attachment 13**.

A series of preparation workshops was conducted to reinforce with participants the objectives of the program and to explain the design and how the program would be delivered. Papers relating to these workshops are provided at **Attachment 14**.

The workshops covered a range of topics including:

- Ways of shifting personal paradigms into new behaviours
- Action learning principles, the role of learning groups, the development of personal learning plans and projects as a vehicle for workplace learning.
- Concepts around organisational and personal capability.
- Coaching and the role of the Steering Committee.

Participants were introduced to personal diagnostic tools including the Margerison McCann Team Management System Work Preference Profiles. These tools assisted participants to better understand the way in which they like to work and areas of leadership that might be the focus of their individual learning plans.

5. IMPLEMENTATION

5.1 Program Implementation

Consistent with the design proposal a series of 3 day learning modules were delivered at intervals of approximately every 4 weeks with time in between being used for the design, development and implementation of projects supported by coaching in the workplace.

The structure of the modules was a tiered design.

Module 1 introduced the macro or global perspectives of public sector governance, with a particular emphasis on whole-of-government machinery.

Module 2 then positioned these concepts of governance into frameworks and practices that concern leaders within the operational environment of their agency.

Module 3 focused the attention at the deepest level of an organisation – the leadership of people to deliver services to the community.

5.2 Module One - Governance in the Public Sector.

Module one was structured into two segments: 1 day of experiential learning activities and two days of formal content.

Experiencing Leadership – 1 day.

A variety of experiential learning activities were designed to provide participants with the opportunity to understand more about their own personal style of leadership and to identify aspects that they would like to develop during the program. These activities also exposed participants to alternative methods of learning.

Coaches acted as observers and at the conclusion of the activities encouraged learning groups to reflect on the group dynamics and behaviours exhibited during the activities. Themes around leadership, planning, communication, decision-making and teamwork were explored.

Governance in the Public Sector – 2 days.

Two keynote speakers from the Public Sector Reform Management Unit (PSMRU) and the Department of National Planning delivered opening sessions that contextualised the more conceptual material about governance and provided participants with a background of local issues.

The remainder of this session was provided by the guest speaker – a retired Public Service Commissioner from Australia.

The complete session covered

- PNG Public Sector Reform - direction, affordability, accountability and governance.
- Vision for Reform in Law & Justice Sector – rationale, sector approach, progress in the L&JS
- The Governance of an Effective Public Service – what is governance, the notion of coordination, machinery of government, public sector management, the notion of public value, accountability and transparency.

Information on these topics is provided at **Attachment 15**

5.3 Module Two - Organisational Governance

Module Two was delivered by a Director from the Australian National Institute of Governance. Topics included:

- The Basics of Agency Governance - the rule of law, accountability ethics performance management and reporting, risk management and the role of transparency.
- Going About Governance - strategy setting, financial management and internal controls, performance measuring and controls, the importance of auditing, managers' accountability and going beyond the corporate perspective to the individual.
- Leadership and Public Sector Reform – why reform, nature and process of reform, leading and managing reform.

Information on these topics is provided at **Attachment 16**.

5.4 Module Three - Leading High Performance Organisations

Module three was delivered by a former Senior Executive in both the State and Federal Public Services in Australia. Topics included:

- Paradigm Shifts in People Management – Law & Justice Sector.
- Intellectual Capital – Organisational Values and Emotional Intelligence
- Leadership that Gets Results
- The Australian Public Service Leadership Framework
- Organisational Culture
- From Management to Leadership and Leadership Styles
- Managing Change and Managing Upwards
- Performance Management
- Managing Yourself, Your Career and Work/Life Balance

Information on these topics is provided at **Attachment 17**.

5.5 Work Based Learning Coaching & Projects

As part of the learning cycle participants were required to develop personal learning targets to enable each of them to concentrate both their formal learning and their work based practice on those areas of performance they were seeking to improve.

Participants were also required to identify and develop projects that would give significant stretch in their learning and therefore enable them to explore areas beyond their current level of competence.

The project proposals were endorsed by the respective CEOs to ensure the relevance of the work to the organisation and to enable the CEOs to evaluate the learning outcomes at the end of the program.

Participants were also required to maintain personal journals to record these experiences for personal reflection and to share with the coaches should they choose to do so.

During the program, coaches were provided as an additional resource to participants. The major purpose of this resource was to help executives develop the capability for productive critical self-reflection associated with the deep growth of personal development. Coaching was also used in a practical sense as guidance when applying formal learning directly into work tasks and projects.

Coaches were therefore required to:

- Establish a relationship with participants that encouraged a trusting, non-judgmental, supportive environment surrounding the reflection on deeply held personal beliefs and attitudes.
- Have extensive experience in a public sector environment at a senior executive level, to tutor participants in addressing new work actions.

- Work with participants in both the non-rational and rational domains with the ability to establish an appropriate personal relationship with each executive being the most critical criterion.

The lessons learned (documented in the Monitoring and Evaluation report at **Annex A**) demonstrate the value placed on the role of an executive coach by the participants in ELP and the issues surrounding the use of coaching in programs of this type is further explored in the Issues Paper at **Annex C**. This program gained a recognisable but limited value from the use of executive coaching. The limited nature of the value arose largely from the fact that from an original pool of 8 potential coaches, only 2 were found to be suitable and one of those subsequently became unavailable leaving only one person to provide coaching support to the entire cohort of ELP participants.

The Learning Adviser provided the Papua New Guinea coach with learning sessions on coaching that were then extended into the workplace. The Papua New Guinea coach attended the preparation workshops with the participants during which the concepts and practice of adult learning were explored. The coach also attended and contributed to the formal learning modules to ensure he was aware of the material and learning being provided to the participants. Relevant material is provided at **Attachment 18**.

6. PROGRAM MANAGEMENT

6.1 Governance

A Steering Committee of CEOs, Coaches and Advisers from PATTAF provided guidance and support to the management of the ELP and the development of participants.

At the completion of the ELP in February 2006, a formal presentation together with supporting evidence of each participant's assessment of their learning was made to the Steering Committee. CEOs, the Executive Coach and the Monitoring and Evaluation adviser to PATTAF provided feedback to participants and facilitated discussion of how issues raised in the presentations might be further progressed in the workplace.

These presentations and other diagnostic tools formed part of the program evaluation methodology for assessing the overall impact of the ELP on the participating L&JS agencies.

Terms of reference for the Steering Committee and minutes of the meetings are provided at **Attachment 19**.

6.2 Coordinating Advice to Participants

All participants were provided with a set of administrative instructions including the objectives, an overview of the program, dates and the venue for each

module, a contact list of all participants, the personal profile of each coach, contact details for the administration of the program and the arrangements for the payment of allowances for domestic travel to and from the Provinces. Further details are provided at **Attachment 20**.

6.3 Contracting of Sessional and Coaching Services

The sourcing of sessional service providers and coaches was undertaken by PATTAF with final contracts being negotiated and approved by GRM International. Copies of each contract are provided at **Attachment 21**.

6.4 Reporting

Consistent with the MoU between the NCM, the L&JSP and PATTAF monthly reports were provided and briefing were given to the Steering Committee. These reports contained status reports on the progress of the program, budget and expenditure statements and detail of any emergent issues associated program. Copies of the Monthly reports are provided at **Attachment 22**.

6.5 Risk Management

The original risk assessment for the program is provided at **Attachment 23**. The participation rates of EOs was considered to be the highest risk for this program particularly in the Law & Justice Sector where, aside from the pressures of the reform program, officers have to comply with the demands of the courts and respond to the volatility of operational matters.

Steps that were taken to minimise this particular risk include:

- Participants being included in the design process.
- The involvement of each of the three CEOs.
- Briefings for and sign off by the NCM.
- The launch of the program through a CEO Seminar.
- Personal letters from the respective CEOs, to each participant nominating them to attend the program.
- Regular communication with each of the participants on the program timetable, content and the profile of each of the guest speakers.
- Reinforcement of the projects' relevance to the participants' role and function.

There were originally 24 participants, but following a series of withdrawals this number reduced to 14 by August 2005. The major reason for the withdrawals was the rapid escalation of work within the agencies mainly due to the implementation of various reform projects. This impacted most heavily on those EO participating in both the reforms and the ELP. During the 6 month continuation of the program (see below) the number of participants continued to decline with a total of 9 attending the presentation workshop held during 23rd & 24th February 2006.

7. PROGRAM CONTINUATION

7.1 Endorsement of a 6 Month Continuation of the Program

Following discussions with the ELP Steering Committee concerning the issue of conflicting priorities and the decline in the number of participants, submissions were made to NCM and AusAID and the following arrangements were endorsed for implementation.

- The last of the three learning sessions in August 2005 would be completed as planned with no further formal content after that.
- The learning process during a further 6 months period would be devoted to project completion and progression of learning targets.
- A recall day for participants to meet with the Steering Committee would be a feature of any continuation of the program.
- The postponement of the final presentation and the assessment of participant's achievements from August 2005 to February 2006.
- The completion of an interim Activities Completion Report (ACR) and Monitoring and Evaluation Report (M&ER) in August 2005.
- A final presentation and assessment of participants by the Steering Committee with the ACR & M&ER being updated by March 10th 2006.

Employment contracts and the MoU between the NCM and the L&JSP were to be varied to take account of the proposed amendments.

Sir Arnold Amet would participate in the final evaluation of the program and continue with the coaching function for a further six months, providing monthly progress reports on his coaching activities.

Management support involving the booking of travel arrangements, reporting and budget management would be provided through existing resources in PATTAF.

PATTAF would also provide 3 weeks of Adviser inputs February 2006 to arrange and assist with the final presentation and assessment and to complete the ACR and M&ER of the ELP. The cost of this is estimated to be \$A20, 000.00, which will be offset by the early departure of Dr Taylor to the Solomon's Project on the 5th August 2005.

7.2 Accountability for Monitoring and Implementation

Implementation and monitoring of the continuation of the program will be the responsibility of the Manager Short Term Training.

7.3 Variation to the Memorandum of Understanding.

A letter of approval from AusAID and a signed copy of the original MoU and the signed variation for the continuation of the program are provided at **Attachment 24.**

7.4 Variation to Sir Arnold Amet’s Contract

Sir Arnold Amet’s contract has been varied and extended until the 28th February 2006 a copy is provided at **Attachment 25**.

7.5 Continuation of Support to the Participants

Coaching sessions are to be maintained by Sir Arnold consistent with the provisions of his contract and the coaching contact hours provided at **Attachment 26**.

He has been advised to provide PATTAF with fortnightly invoices and an activity statement for the same period. This statement should be reconciled against the coaching contact hours before payment is made.

7.6 Recall Day

The arrangements for the recall day are provided at **Attachment 27**. Venue bookings, meals, flights and accommodation for the Provincial participants were undertaken by PATTAF. Participants and members of the Steering Committee were advised of the meeting and subsequently reminded in order to maximise the likelihood of their participation.

7.7 Final Presentations

The arrangements for the final presentation days are provided at **Attachment 28**. This activity took place on the 23rd and 24th February 2006. Participants and members of the Steering Committee were advised and subsequently reminded nearer to the date of the meeting. PATTAF made all arrangements for the presentation workshop which was facilitated by the Monitoring & Evaluation Adviser. Nine participants attended as did the CEOs of two of the agencies involved (each for part of the 2-day session) and the acting CEO of the 3rd agency (full attendance). The panel to which the presentations were made also included Sir Arnold Amet (Executive Coach) and Dr Tess Newton Cain (Monitoring and Evaluation Adviser).

The following evaluation/assessment of the work project reports and presentations is based on feedback given by the Monitoring & Evaluation Adviser and the Executive Coach at the conclusion of the presentation workshop.

CONTENT/APPROACH: REPORTS & PRESENTATIONS

Overall assessment: Less than satisfactory

Strengths

- Attempts had been made to formulate a strategy/approach that had required participants to utilise ELP principles/methodologies in a practical, workplace-based way.

- At the outset, participants had made good use of what had been presented in ELP modules and inputs/support provided in coaching sessions to progress their projects beyond the confines of their own desks.
- Some adequate attempts had been made at problem identification and deconstruction of identified problem(s).

Weaknesses

- The majority of the work project reports were not completed.
- The work projects did not maintain a practical, problem-solving focus. Instead, they slipped into a “research project” model and took on an academic tone but because the ELP formal inputs and materials were not focused in this way, participants were not equipped to do academic research projects well – this resulted in a low quality end product.
- The content and the way it was presented were not appropriate for the target audience. Participants were expected to use their work project reports and presentations to advocate recommendations to the NCM *via* the CEOs who participated in the workshop panel. In reality, there were few recommendations of any substance made and those that were made were not advocated in an appropriate manner.

STYLE: PRESENTATIONS

Overall assessment: satisfactory

Strengths

- Presenters, in general, made appropriate use of the available time.
- Presenters demonstrated a satisfactory level of public speaking skills – they spoke with good volume and pace and made eye contact with their audience.
- Presenters dealt well with questions put to them by panel members.
- Presenters performed to a satisfactory standard in following the guidelines given for making presentations
- The use of handouts and audio-visual aids was satisfactory.

Weaknesses

- There was a lack of advocacy or attempts on the part of the presenters to persuade CEOs. Often there were no recommendations put forward at all and this, in turn, was linked to a lack of relevant content in both the projects and the presentations.
- There was a lack of preparation specific to the delivery of an oral presentation. Presenters relied too heavily on simply flicking through a written report and picking out things to say. There was no apparent use of

- presentational aids such as cue cards or a presentation outline in most cases.
- The presentations were marred by too much repetition which stemmed from a lack of preparation and/or not having a tight structure to follow when presenting the material.
 - The standard of public speaking/presentation skills indicated that there had been little or no rehearsal of the presentations prior to their delivery at the workshop.

STYLE: PROJECT REPORTS

Overall assessment: Satisfactory

Strengths

- The work project reports were of an appropriate length for a document of this type.
- There was a satisfactory use of headings and of the guidelines for work project reports that had been provided.
- In the personal learning plan component of the reports, good use had been made of small case studies to indicate how ELP learning had been applied in the workplace.
- Some good attempts had been made to link work projects and/or issues identified to wider policy concerns within the sector and the Public Service as a whole.

Weaknesses

- None of the work project reports was submitted on time, several were not submitted in advance of the presentation workshop and some were not submitted at all.
- There was a lack of development of exposition, arguments and recommendations. This was exemplified in the following ways:
 - Too much skirting around the issues and not getting to the heart of the matter. E.g. there was a tendency to say that something was “relevant” without saying how it was relevant or to what or whom it was relevant.
 - A lack of logical consistency as shown by making recommendations without thinking through all the implications. This led to things that were put forward as solutions, when examined, not really being solutions at all and possibly being the cause of more problems.
 - A single-track, wholly linear approach coupled with a lack of lateral thinking and/or an inability to identify alternative strategies and approaches.
- Too much repetition with no development.

- Technical weaknesses/inattention to detail leading to errors in spelling, grammar and punctuation.

7.8 Completion Certificate

Completion certificates for participants were prepared and signed by the Chair of the NCM and countersigned by the respective Agency CEO as provided for on each certificate. The certificates were then framed and presented to participants at the end of the presentation workshop by Sir Arnold Amet and Mr. Phil Robson, Facility Director of PATTAF.

7.9 Administration

Administration arrangements for the continuation of the program are provided at **Attachment 29**.

The approved budget for the program was K 627,004.00. Following the signing of the MoU these funds were transferred from the L&JSP to PATTAF.

The acquittal of funds was managed through the PATTAF accounting systems with monthly budget and expenditure reports being provided to all key stakeholders.

A copy of the Budget and Expenditure Report for the program as at the end of July 2005 is provided at **Attachment 30**. This shows that against a budget of K627, 004.00, actual expenditure of K142, 705.95 has been incurred. This leaves a balance of K484, 298.05 less commitments of K165, 266.76 with unexpended funds of K 319,031.29. There is funding sufficiency for the remainder of the program as provided for in the arrangements for the 6 months continuation.

Under the provisions of the MoU between PATTAP, L&JSP and the NCM, PATTAF was required to provide monthly reports to the L&JSP on activities and expenditure.

Copies of submitted reports can be located in the program folders under Program Management. **Attachment 22**.

Sir Arnold's travel, accommodation and per diems payments are shown in schedule provided at **Attachment 26**. These were charged against the L&JSP together with invoices for services provided under the terms of his contract.

8. RECOMMENDATIONS

The draft Scope of Service documentation provided in **Annex B** was developed in August 2005 with a view to enabling the program to be fully integrated within the direction of the PSRS and the PSWDI Framework 2005 – 2007 and delivered either as a sector or cross sector program. The draft Scope of Services was also informed by the proof of concept and lessons learned contained in the monitoring

and evaluation report (interim) which was then completed and updated to form the final monitoring and evaluation report which is located at **Annex A**. During the monitoring and evaluation completion phase it became apparent that the direction envisaged by PSWDI and its key stakeholders meant that the likelihood of ELP being delivered again was markedly reduced. It was therefore decided that instead of reviewing and finalising the draft Scope of Service, a preferable alternative was to provide an Issues Paper entitled “How the ELP Experience can Inform PSWDI Development & Scoping”, which is located at **Annex C** to act as a resource for the PSRMU and the Think Tank during the scoping and design phases of PSWDI. The Issues Paper incorporates the lessons learned during ELP as documented in the Monitoring and Evaluation Report but also explores other related issues and strategies in the context of executive development and leadership in the public sector of Papua New Guinea. In this context a number of recommendations are made:

- That the documentation relating to lessons learned during the ELP experience should be made available as a resource to the PSRMU and the “Think Tank” in the context of the PSWDI Framework 2005 – 2007 to inform ongoing work in the field of leadership development within the public sector of Papua New Guinea.
- That the particular issues affecting leader-managers within the L&JS of Papua New Guinea as identified by participants in the ELP and their CEOs be put forward to the PSRMU and the “Think Tank” in the context of the PSWDI Framework 2005 – 2007 to inform future scoping and design activities.
- That a debate should occur amongst key stakeholders concerning a fully integrated approach to leadership development in the public sector.