



What we do

The Sir Roland Wilson (SRW) Scholarship program provides full pay scholarships for EL1 and EL2 Australian Public Service (APS) employees to complete a PhD research program at the Australian National University (ANU).



What we are trying to achieve

The scholarship program contributes to the Australian public policy debate, researching complex topics of national significance.

What is required of scholars

- Commitment to complete the PhD program in three years
- Commitment to remain actively engaged with home agencies
- Completion of an international travel program
- Active participation in the SRW network of scholars, alumni and stakeholders
- Commitment to return to service to the APS for a period of three years upon completion of the PhD



Why have a mentoring program

Mentors play a significant role in securing a return on the Commonwealth's investment by ensuring the scholar's research contributes to their home agency and the APS more broadly, helping scholars remain engaged with their agency and assisting with their reintegration on return.



Who are the SRW scholars

SRW scholars have the potential to become senior leaders in the APS. These people will have the capacity to thrive during periods of transformative change, focus on complex policy and delivery challenges, work across boundaries, and improve the performance and engagement of your people.

They will use their initiative and personal drive to build linkages and forge relationships that will allow them to make a significant contributions to their agency during the scholarship and on return.



Who is in the SRW network

The SRW network consists of senior APS public servants, senior ANU academics, members of the ANU Executive, current scholars, alumni and the SRW Foundation Board. For a full list see Attachment 1.



Mentors should be

- Senior members of the agency's executive
- Supportive of the SRW Scholarship program
- Interested in the area of research that the scholar intends to pursue
- Able to make time to develop and maintain the mentoring relationship
- Able to attend some of the mentoring meetings, roundtables and events hosted by the SRW Foundation
- Willing to assist scholars with their professional development plan

More information about the SRW scholarship program
srwfoundation@anu.edu.au

What do mentors do

- Act as scholar's champion within the agency
- Advise on the relevance of the research to the agency and the APS
- Assist the scholar to maintain a connection to the agency
- Assist with access to career development opportunities during the scholarship and on return
- Provide honest and constructive feedback, reflections and support the scholar to make their own choices and observe outcomes
- Provide feedback to the Foundation about the mentoring experience, program and events.



Benefits to being a mentor

- Being a part of the SRW network and developing working relationships with other mentors, senior ANU academics, Board members and scholars
- Invitations to high profile events including the Annual Oration, Public Lectures, and the Secretaries Dinner
- Helping to develop the next generation of leaders in the APS



What is the mentor's time commitment to the scholar?

For the duration of the scholarship program mentors are expected to:

- Meet with the Scholar, their academic supervisor and Foundation staff once per year.
- Meet with the Scholar individually at least twice per year
- Attend at least one mentor roundtable per year

Upon completion of the scholarship program, mentors are expected to meet with the scholar at 1 month, 3 months and 6 months post-return to their agency

See Attachment 2 for a detailed meeting schedule.

How long will the mentoring relationship continue?

It is expected the mentoring relationship will commence when the scholar begins their PhD program. Mentors are encouraged to maintain connection to the scholars for at least the first six months post-PhD completion.



What happens if the mentor or scholar moves agency?

In the event that the mentor or scholar moves agency, a new mentor from the scholar's agency will need to be identified and a new agreement arranged.



What happens if there are problems in the mentoring relationship?

Completing the mentoring agreement at the beginning of the SRW scholarship program will support clear communication and expectations from both the mentor and the Scholar.

In the case of any problems, communicate these to the scholar and seek to work out a resolution.

If you still experience difficulties or would like any advice, please contact the SRW Foundation office for support.



Flexibility in mentoring arrangements

Each mentor/mentee relationship is a little different, and as such there is no single perfect approach. We encourage mentors and mentees to design an approach that suits their relationship.

Attachment 1

The SRW network

SRW Board	
Dr Ken Henry	Chair
Mr Steve Sedgwick	Deputy Chair
Prof Jenny Corbett	PVC Research and Research Training, ANU
Mr John Lloyd	APS Commissioner
Mr John Fraser	Secretary to the Treasury
Prof Shirley Leitch	PVC International and Outreach, ANU
Prof Michael Wesley	Director, Coral Bell School of Asia Pacific Affairs
Dr John Hewson	Chair, Tax & Transfer Policy Institute, ANU
Mr Ted Crook	Sir Roland Wilson Family Representative
Ms Cath Ingram	Chair, KPMG Canberra
Ms Melanie Fisher	Executive Director, SRW Foundation
APS Mentors	
Mr Jonathan Palmer	Australian Bureau of Statistics
Ms Katherine Jones	Attorney General's Department
Mr David Fredericks	Attorney General's Department
Mr Michael Healy	Department of Defence
Mr David Morton	Department of Defence
Mr Michael Lye	Department of Social Services
Mr Paul McBride	Department of Social Services
Ms Jenny Wilkinson	The Treasury
Mr Nigel Ray	The Treasury
ANU Academics	
Professor Bob Breunig	ANU College of Asia and the Pacific
A/Professor Frank Jotzo	ANU College of Asia and the Pacific
A/Professor Jane Golley	ANU College of Asia and the Pacific
Professor Veronica Taylor	ANU College of Asia and the Pacific
Dr Shiro Armstrong	ANU College of Asia and the Pacific
Professor James Raymer	ANU College of Asia and the Pacific

ANU Academics continued	
Professor Matt Gray	ANU College of Arts and Social Sciences
Dr Nick Biddle	ANU College of Arts and Social Sciences
Professor David Lindenmyer	ANU College of Medicine, Biology and Environment
A/Professor Peter Butterworth	ANU College of Medicine, Biology and Environment
Professor Don Rothwell	ANU College of Law
A/Professor Rob McLaughlin	ANU College of Law
Professor Alan Welsh	ANU College of Physical and Mathematical Sciences
SRW Alumni	
Dr Neal Hughes	Australian Bureau of Agricultural and Resource Economics Sciences
Dr Angelia Grant	The Treasury
SRW Scholars	
Ms Suzanne Akila	ANU College of Asia and the Pacific
Ms Talia Avrahamzon	ANU College of Arts and Social Sciences
Ms Jenny Chang	ANU College of Asia and the Pacific
Mr Joseph Chien	ANU College of Physical and Mathematical Sciences
Ms Martine Cosgrove	ANU College of Medicine, Biology and Environment
Mr Nathan Deutscher	ANU College of Asia and the Pacific
Mr Owen Freestone	ANU College of Asia and the Pacific
Ms Camille Goodman	ANU College of Law
Mr Paul Hubbard	ANU College of Asia and the Pacific
Ms Nerida Hunter	ANU College of Arts and Social Sciences
Ms Szabina Horvath	ANU College of Law
Mr Shane Johnson	ANU College of Asia and the Pacific
Ms Marie McAuliffe	ANU College of Arts and Social Sciences
Mr Michael McKenzie	ANU College of Asia and the Pacific
Ms Eliza Murray	ANU College of Asia and the Pacific
Ms Agnieszka Nelson	ANU College of Arts and Social Sciences
Ms Katy Smith	ANU College of Arts and Social Sciences
Mr Rick Zentelis	ANU College of Medicine, Biology and Environment

Attachment 2

Meeting details

Mentor-Scholar Meetings

In order to assist scholars to maintain meaningful connections to their home agency, it is expected that scholars and mentors will meet regularly during the PhD program, at least twice per year. Details of these meetings will be outlined in the Mentoring Agreement.

These meetings can be used to:

- Catch up on PhD progress, significant changes in the agency, and changes to the policy agenda
- Ensure the relevance of the PhD topic to the agency
- Plan developmental and advancement activities for scholar
- Plan activities that will strengthen the connection between the ANU and the APS.

These may include:

- Seminars presented by the scholar, or other ANU academics
- Seminars/roundtables featuring visiting academics
- Assisting to negotiate access to data, data linking or people
- Assist scholar to plan and prepare for returning to the agency

Mentoring roundtables

The mentoring roundtables will provide a space for specific issues to be addressed and will convene scholars and mentors who are engaged with these issues. The meetings will be outcome focussed and will bring together scholars, mentors and academic supervisors, and relevant stakeholders including other Agency representatives/other academics.

These meetings will be held as needed, at least one per year. These meetings are scheduled for no more than two hours.

Individual Foundation/Mentor/Scholar/Supervisor meetings

Meetings between each new scholar, mentor and academic supervisor will be convened by the Foundation's Executive Director at the beginning of each scholar's candidature. This meeting will outline the roles and responsibilities for each party, as well as highlight the engagement opportunities available.

Individual meetings will also be convened for each completing scholar, mentor and academic supervisor by the Executive Director toward the end of their candidature to discuss return to service arrangements and career opportunities.

Proposed meeting schedule

Meeting type	Year 1	Year 2	Year 3
Mentor, Scholar, academic supervisor and Foundation staff.	<p>When: Upon commencement.</p> <p>Purpose: To outline the roles and responsibilities, to discuss the scholar's professional development plan and academic progress.</p>	<p>When: At the mid-point of the PhD program</p> <p>Purpose: To discuss progress on the scholar's professional development plan.</p>	<p>When: At least 3 months prior to completion</p> <p>Purpose: to discuss return to service arrangements and products of research thesis</p>
Mentor and scholar	<p>When: As necessary, at least twice per year</p> <p>Purpose: To maintain connections stay up do date on any changes in the agency; catch up on progress, and plan opportunities</p>	<p>When: As necessary, at least twice per year</p> <p>Purpose: To maintain connections stay up do date on any changes in the agency; catch up on progress, and plan opportunities</p>	<p>When: As necessary, at least twice per year</p> <p>Purpose: To maintain connections stay up do date on any changes in the agency; catch up on progress, and plan opportunities</p>
Roundtable meeting with other scholars, mentors, academics and Foundation staff	<p>When: As necessary. At least one per year.</p> <p>Purpose: To discuss pertinent issues common to a number of scholars, such as data access, capitalising on academics visiting the ANU</p>	<p>When: As necessary. At least one per year.</p> <p>Purpose: To discuss pertinent issues common to a number of scholars, such as data access, capitalising on academics visiting the ANU</p>	<p>When: As necessary. At least one per year.</p> <p>Purpose: To discuss pertinent issues common to a number of scholars, such as data access, capitalising on academics visiting the ANU</p>

Attachment 3

Scholarship information

Eligibility criteria

To be eligible, applicants must:

- be substantive Executive Level 1 or 2 employees
- have at least three years' APS employment
- meet academic requirements to be eligible to be admitted to a PhD program at ANU

Selection guidelines

Agencies are responsible for communicating the scholarship opportunity to eligible employees and determining which applications will be endorsed to the shortlisting stage. Agencies should consider the following when selecting applicants for shortlisting:

- applicants must have outstanding potential for senior leadership in the APS generally, or for specialised professional and technical leadership in their field
- applicants must have a record of high performance
- applicants must have developed a research topic in an area of priority public interest, or of relevance and enduring interest to the APS

Scholarship duration

Scholarships are for three years. In accordance with ANU PhD rules, scholars may request an extension up to 12 months, with agency approval. No additional funding is available to agencies from the SRW Foundation for extensions.

Number of scholarships to be awarded

Three scholarships will be available in 2016, to commence study in 2017.

Financial support to agencies

An amount of \$40,000 per scholar will be paid by the SRW Foundation to their agency annually. Agencies will invoice the ANU annually, in arrears.

Administrative arrangements

Scholars and their agency enter into a Deed of Agreement stipulating the conditions under which the scholarship will proceed.

Scholars are paid their normal salary by their agency. Taxation, superannuation and other employment conditions continue to apply (as per the Deed of Agreement). The APSC will provide advice regarding the Deeds of Agreement to scholars' agencies.

International study program

All scholars will be offered a travel stipend and must complete international travel during the course of their studies. This stipend is paid by the SRW Foundation.

APS Mentoring program

All scholars engage with a senior public servant mentor for the duration of their studies. Mentors play a significant role ensuring scholars' work contributes to their agency and the wider APS. They also play a role keeping scholars connected to their agency during their scholarship and might facilitate access to appropriate development and career advancement opportunities during and after their studies.

Roles and responsibilities

A number of parties have roles and obligations in relation to the Sir Roland Wilson Foundation Scholarships. These include:

Participating agencies:

- advertise the program and information sessions to employees within the agency
- develop and conduct an internal selection process
- provide the Sir Roland Wilson Foundation a maximum of three candidates
- provide support to candidates to assist in their preparation of the application and interview process
- provide financial support to candidates
- ensure successful candidates receive case management support for their careers, and oversee candidates' reintegration to their agencies on completion of their studies
- provide successful candidates with access, office space or other support as needed
- assist successful candidates to identify an SES mentor

Scholarship recipients:

- will complete an international study program as agreed with their academic supervisors and the SRW Foundation Executive Director
- will attend Sir Roland Wilson Foundation events when appropriate
- will fulfil their return of service obligation as outlined in their Deed of Agreement with the Australian Public Service. Where possible, candidates will return to their home agency on completion of the program

Mentors:

Mentors play an important role connecting the scholar and their work with their agency and the wider APS. Mentors support scholars to access appropriate development and career advancement opportunities during and after their studies.

Mentors will:

- be a member of the SES
- act as the scholar's champion in their agency, including by:
 - maintaining regular contact with the scholar, including arranging for presentations by the scholar on their work to the appropriate audience; inviting candidates to important events on the home agency calendar; and holding regular mentoring meetings
 - assisting the scholar to complete a professional development plan
 - attending mentor meetings hosted by the SRW Foundation
 - assisting with the scholars professional development plan
 - ensuring scholars have access to career advice, particularly during the last year of their studies, and
 - supporting the scholars reintegration with their agency

The Sir Roland Wilson Foundation:

- coordinates the selection process and confirms applicants' academic credentials
- assists with the development of key research areas
- manages the overseas travel component of the program
- coordinates and facilitates contacts with the ANU and other academic bodies to support the program's operations and outcomes
- assists to coordinate supervisors from the ANU
- reimburses agencies the ANU component of the stipend
- collects regular feedback from scholarship holders and conducts end of cycle reviews of the program's operations, costs and outcomes
- provides annual reports to the ANU Council and other organisations as required

The Sir Roland Wilson Foundation Board:

- shortlists applicants
- interviews and selects candidates
- provides support to candidates through professional networks
- chairs mentor meetings

The Australian Public Service Commission:

- coordinates and the APS's support of the program
- helps agencies to establish mentoring and other support arrangements
- facilitates engagement between scholars and senior agency representatives
- assists the ANU with the evaluation of scholarships and the program

Supports for SRW Scholars

Who	Purpose
Supervisors	Provide PhD supervision according to ANU guidelines
APS mentors	Provide source of advice and assistance with a focus on <ul style="list-style-type: none"> • acting as scholar's champion within the agency • advising on relevance of the research to the agency and the APS • assisting the scholar to maintain a connection to the Agency • assisting with access to advancement opportunities during the scholarship and on return
Cohort mentors	Provide experience-based advice, assistance, insights and empathy. Cohort mentors will be from SRW alumni and will host one cohort based event per year.
Foundation staff	Provide 'pastoral care' including administrative assistance, advice, support and assistance in resolving problems as appropriate, facilitating introduction to appropriate stakeholders
Peers	Provide an informal source of moral support and non-directive advice, act as a sounding board (and provide an implicit benchmark or norming mechanism)