



Ngā Tohu Rangahau LDC - He puka kaitaunaki LDC Fellowships - Referee form

You have been nominated as a referee for a 2025 LDC Fellowship applicant. Referee reports play a key role in supporting the participant in their ongoing development.

We would appreciate your comments on the applicant's suitability for the Fellowship. Any information you supply will be of great assistance and will be confidential to the Fellowship selection panel.

LDC Fellowships

LDC Fellowships are annually selected research and study awards for mid and senior leaders.

The LDC Fellowships aim to help mid to senior leaders build on their leadership capability and reflect topic areas that contribute to the wider system.

The Fellowship may include formal and/or practical experience, and/or research and study on leadership development.

More information about the LDC Fellowship and previous LDC Fellows can be found on the [LDC website](#).

Investment

Each Fellowship provides up to \$50,000 for travel, accommodation and/or development activities. The fellowship is sponsored by [contributing public sector agencies](#).

Completing this form

Completed referee forms must be emailed to ldcprogrammes@ldc.govt.nz by **5pm, 30 June 2025**.

To complete the referee form, please:

- provide evidence of your rating of the individual's competence with example(s) of their key strengths and development needs as they relate to the [Leadership Success Profile](#)
- be specific about any development needs of the individual and how they might be met
- provide evidence of the individual's personal impact and influence as a leader and their sphere of influence by using example(s)
- be frank and open about the individual's potential to move to more complex and demanding roles.

If there are competency development needs the applicant is unaware of, or specific performance reservations you may have, it is helpful to discuss these with the individual. (Some referees copy the reference to the applicant, and then address any issues directly with them.)

Please note the applicant should provide you with a copy of their completed application so you can comment on their Fellowship proposal.

Fellowship themes

The Fellowship themes are designed to make a strong contribution to delivering high-quality public services to New Zealand and for New Zealanders.

This year's Fellowship themes relate to building leadership capability in the context of a unified public service, where 'spirit of service' is strong by either:

- Building leadership capability that promotes working collaboratively across sectors and agencies to deliver efficient results and shared outcomes or respond to disruptive events, or
- Building leadership capability that supports collaborating widely with communities and the public to strengthen citizen participation in policy design and service delivery and/or the devolution of services, or
- Strengthening leadership at a system level that fosters long-term thinking, sustainability and resilience, and increases the ability of the public service to adapt to meet present and future challenges such as emerging technologies and other global and domestic threats and opportunities.

Applicant requirements and eligibility

- Applicants must be a permanent staff member from one of the [contributing public sector agencies](#).
- Priority will be given to mid to senior leaders who have not had recent significant system investment.
- An applicant must:
 - be a mid to senior manager with significant staff, policy, functional or project responsibilities
 - be motivated to learn from their experiences and able to put knowledge gained to effective use in the New Zealand public sector
 - demonstrate strong personal and intellectual qualities, and performance
 - be endorsed by their chief executive to be a high-potential and influential leader.

Selection process and criteria

Applications will be assessed by the LDC Fellowship selection panel.

Each application will be assessed for:

- the relevance of the project to the New Zealand public sector – and the applicant's potential impact on completion
- maximising the value of the Fellowship through learning from a combination of study and/or research and/or practical experiences
- the feasibility of the proposal to be completed in the time and funding available.

Shortlisted candidates will be interviewed by a panel of chief executives and senior leaders in July 2025. Awardees will be confirmed by the end of July 2025.

Note the maximum space has been allowed for your information. If you need extra, please go to the end of the form to add further notes.

Referee details

Applicants name:

You name

Role/title:

Agency:

Email:

Phone:

How long have you known the applicant and in what connection?

Checklist for applicant's eligibility

A permanent staff member from one of the sponsoring agencies.

Not a recipient of recent significant system investment in their development.

A mid to senior manager with significant staff, policy or project responsibilities.

Interested in learning from their experiences and able to put knowledge gained to effective use in the New Zealand public sector.

Demonstrates strong personal and intellectual qualities and performance.

Endorsed by their chief executive to be a high-potential and influential leader.

1. What do you consider the applicant's key talents or strengths as a leader?

2. Which areas of the participant's leadership skills and knowledge will benefit most from this Fellowship? How will it enhance their effectiveness as a leader?

3. Describe the applicant's personal impact and influence as a leader?

4. How will the Fellowship proposal meet the applicant's leadership development needs?

5. How will the participant's Fellowship proposal assist them to contribute to the broader public sector?

6. What could you add to their development objectives or Fellowship proposal to make it more effective for the individual and/or the system?

7. In your opinion, what future leadership does this applicant show potential for?

Please add any other comments that will help the panel to assess this applicant.

If you need extra space, use this box to add further notes.

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Completed applications must be received by LDC before
5pm, 30 June 2025. We will not accept late submissions.

Email your completed application form to: ldcprogrammes@ldc.govt.nz