Glossary

Agile methodology	An approach to project management that involves understanding requirements and needs from the end user and stakeholders and developing solutions through a multidisciplinary team. To deliver in smaller pieces in order to learn before investing in the big end product.
Andragogy	Theory (or model) of adult learning that is anchored in the characteristics and specific circumstances of adults.
APS Academy	The Australian Public Service (APS) Academy supports the APS workforce to develop the fundamental capabilities to do their best work. APS specific capabilities, including public service craft, support for a pro-integrity culture and leadership are designed and delivered in partnership with practitioners and agencies across the APS and industry. For Agencies, the Academy provides a range of L&D services to support their workforce development efforts.
APS Craft	Public service craft is the fundamental capabilities the APS workforce needs to deliver great policy and services. Public service craft is developed through a combination of knowledge, APS workplace experience and practice, and reflection. The broad range of public service craft capabilities include: • Integrity • Working in Government • Engagement and Partnership • Strategy, Policy and Evaluation • Implementation and Services • Leadership and Management *Related term or other notes: Public service craft*
APS Learning Model	Continuous learning model, which describes how people develop their capability through any combination of four different methods of development, i.e. learning through: • work • people • resources • courses This model will ensure APS people have access to a variety of learning methods which bring an extended focus to outcomes and performance.
Assessment	The process of confirming capability (skills and knowledge) against a set of stated criteria. *Related term or other notes: Formative assessment, Summative assessment*
Blended learning	A flexible approach to learning that combines a range of formats, including digital or non-digital, face to face or virtual, live or on-demand learning activities and experiences that occur within work or parallel to work. *Related term or other notes: Hybrid learning*
Capability	A combination of skills, knowledge, attitudes and attributes that define performance; acknowledging that other elements such as environment and context, also impact performance.
Capability domains	Range of capability areas, including skills, knowledge and attributes, needed by the APS workforce to be highly capable and future ready.
Coaching	A form of development in which an experienced person, called a coach, supports a person in achieving a specific personal or professional goal by providing targeted training or guidance. A key principle of coaching is that the individual possesses the answers to their own problems. A coach focusses on helping the individual to unlock their own potential.

Community of Practice	Group of people who interact around a shared problem, passion, or to learn. Communities of Practice provide an environment in which professionals can share their experiences, develop capability, discuss areas of interests and build a network. Related term or other notes: Learning community
Competence	Observable and measurable levels of skills, knowledge and abilities required to perform successfully in a particular role.
Continuous learning	The concept of continuously gaining new skills, knowledge and expertise across your career to remain adaptable and flexible. *Related term or other notes: Lifelong learning*
Course – Learning through a course	Learning through targeted formal learning initiatives to develop essential skills required, e.g. eLearning, MOOCS, micro-credentialing, workshops, webinars, or professional qualifications. *Related term or other notes: Formal learning*
Craft expert	A person with deep public service experience and/or specialist capability, e.g. APS professions, regulatory practice and technical expertise.
Digital learning	Learning that is facilitated and assisted by technology.
Ecosystem (APS L&D)	A network of contributors to APS capability development. Contributors share responsibility for a continuous cycle of learning that enables and supports APS people to access relevant resources, people, work experiences and courses to meet both current role capability needs, and long-term career and organisational goals.
eLearning	The delivery of a formal learning course via technology. *Related term or other notes: Online learning, Web-based learning*
Employability Skills	The fundamental skills and knowledge required across nearly all jobs in professional environments. These 'job-ready' capabilities can include basic language, literacy and numeracy plus essential professional and people skills such as communication, learning agility, team work, research and analysis, and digital dexterity.
Evaluation	Targeted process of gathering, analysing and learning from data about the quality, effectiveness and impact of learning solutions to inform continuous improvement.
Governance	The processes, systems and rules which govern decision making, accountability and control in an organisation, team or group.
Heutagogy	A user-centred approach that emphasises the responsibility for development of a person's capability is their own. People determine what, how and when they learn through self-analysis and critical thinking. The role of L&D role is to provide flexible learning resources and experiences. *Related term or other notes: Self-determined learning*
Human-centred design	Human-centred design includes end users in every aspect of the design and development process. An understanding of who will be using the learning solution and what their needs are is essential to the design process. *Related term or other notes: User-centred design*
Informal learning	A form of learning characterised by a low degree of formal structures, planning and organising. It often happens away from classroom, occurring through exposure to new ideas, activities or people. *Related term or other notes: Learning through work, people and resources*
Information management	Process of structuring, retaining and sharing information and knowledge across an organisation. *Related term or other notes: Knowledge management*

Knowledge sharing	A continuous learning process where people collaborate, by sharing their knowledge, resources and reflections to build individual and team capability. Knowledge management systems are vital to enabling and supporting knowledge sharing.
Leadership	Leadership can be exercised by anyone, regardless of position, with the capacity and desire to affect positive change in the APS. Great Leadership empowers, connects, grows, praises and takes responsibility for others to achieve APS goals.
Learning agility	The ability to adapt in uncertainty and complexity by being open to learning and relearning continuously. ***Related term or other notes:*** *Growth mindset*
Learning culture	A culture that supports a growth mindset, an independent quest for knowledge, and shared learning directed toward the mission and goals of an organisation.
Learning Pathway	A recommended selection of learning products, topics, modules, programs or learning suites for people to progress through for mastering a particular subject or program.
Learning suite	The catalogue of learning solutions within a public service craft area available through the APS Academy. These offerings are potentially part of a pathway or program, or available as standalone learning.
L&D practitioners	People who develop capability, and work in L&D or business teams within the APS, including the APS Academy, departments and agencies. ***Related term or other notes:*** *L&D professionals*
Masterclass	A deep dive on a well-defined topic, exploring that topic in great depth under the guidance of someone with extensive experience, knowledge and skills in the subject.
Mentoring	Mentoring focuses on the future, career development, and broadening an individual's horizons. Influence and direction is provided by an experienced person for the growth of an individual
Module	A unit or segment of a program or course that addresses subject areas or topics. Modules have learning objectives or outcomes that are achieved through relevant activities. ***Related term or other notes:*** *Unit*
MOOC	Massive Open Online Course - a program of learning harnessing the teaching/research strengths of a learning institution. Made available free of charge to a cohort of people online as a gateway to further paid study
Pedagogy	Teacher-led practice of learning where the teacher determines the content and method of learning.
People – Learning through people	Learning by connecting with others, e.g. team members, experts, coaches, mentors, communities of practice, seeking feedback, alumni connections. ***Related term or other notes:*** *Social Learning*
Performance consultancy	A process that produces business results by improving the performance of people through a range of interventions including L&D. Performance consulting is results-focused and concentrates on the gaps that exist between current performance and capability, and business and performance goals. ***Related term or other notes:*** *Business consulting*
Priority capabilities	Critical skills and capabilities required across the APS now and in the future. These capabilities evolve over time in response to a changing operating environment.
Professions	APS professional streams being established to build deep expertise in key professional areas aligned to delivering critical functions of government, including Data, Digital, and Human Resources.

Program	A structured learning process for the development of a specific capability (skills or knowledge) through a blend of any or all of the following learning methods: work, people, resources and courses.
Quality standards	Criteria that provides requirements, specifications or guidelines to ensure excellence and consistency in learning design and delivery.
Resources – Learning through resources	Assets and tools which support people to develop their capability and perform their best work, e.g. books/articles, checklists, templates, reference, guides, articles, videos, games, simulations, internet searches. *Related term or other notes: Performance resources Toolkits*
Self-directed learning	A process in which individuals take the initiative, with or without the help of others, in diagnosing their learning needs, formulating learning goals, identifying human and material resources for learning, choosing and implementing appropriate learning strategies, and reflecting on those learning outcomes.
Specialist Development Hubs	Agencies with specialist technical capabilities to develop capability in others, e.g. DFAT Diplomatic Academy.
Technical capabilities	Skills and knowledge specific to particular roles or agency functions within the APS, e.g. passport control, cargo management.
Toolkit	A set of resources, e.g. templates, checklists, videos, networks, links to information, that supports APS people to learn independently. *Related term or other notes: Resources*
Topic	A subject area within a broader learning offering.
Virtual classroom	A method of learning where instructors and people engage and interact in an online collaboration space, or 'classroom'.
Webinar	A seminar or presentation that takes place via an online collaboration platform and allows participants in different locations to see and hear a presenter and engage in discussions and other learning activities.
Work – Learning through work	Learning through experiences on the job, and in the flow of work, e.g. new tasks, roles, and responsibilities, solving problems, reflection, developing expertise. *Related term or other notes: Workplace learning, On the job learning, Experiential learning, Informal learning*