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APS Academy Single Agency delivery

Course brochure

## Version control

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| --- | --- | --- | --- |
| Version | Date | Author | Action |
| 1.0 | 19 October 2021 | APS Academy | Document set up |
| 1.1 | 2 December 2021 | APS Academy | Updated costings and adding new courses |
| 1.2 | 15 March 2023 | APS Academy | Costings and course updated |
| 1.3 | 1 Feb 2024 | APS Academy | Removal of courses no longer offered  Capping of courses  3rd Party Supplier courses and capping  Updated pricing |
| 1.4 | 14 Feb 2024 | APS Academy | Terms and Conditions updated |
| 1.5 | 28 May 2024 | APS Academy | Review |
| 1.6 | 30 August 2024 | APS Academy | Review |
| 1.7 | 25 March 2025 | APS Academy | Change in time to How to apply for jobs in the APS |
| 1.8 | 3 April 2025 | APS Academy | Document review and update |
| 1.9 | 13 June 2025 | APS Academy | Document review and update |

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Single Agency delivery

## Overview

APS Academy courses enable APS employees to develop essential skills and build capabilities to better serve the government and the citizens of Australia. The Academy offers a wide range of well structured, comprehensive and insightful courses for both mixed and Single Agency deliveries.

Single Agency deliveries are designed for APS Academy facilitators and third-party suppliers to deliver courses within your agency. Single Agency delivery is a cost-effective way of providing courses to a large number of people (minimum of 10) from one agency.

APS Academy courses fall under 2 categories. Foundation level and practitioner level courses within 6 craft areas:

Foundation level courses are designed to enhance staff awareness of key concepts and skills to effectively work in the APS.

Practitioner level courses are designed to enhance leadership skills to effectively develop and deliver great policies, projects, and services within the APS.

APS Crafts address the need for skill acquisition and learning experiences across a broad spectrum of professions. These are:

* Integrity - the heart of the APS is the pursuit of high standards of professionalism – both in what we do and how we do it
* Working in Government- a willingness to serve and the ability to apply a deep understanding of the context in which the APS operates
* Engagement & Partnership - working with others to shape policy and services that drive better outcomes for the Australian community
* Implementation & Services - bringing policy to life with effective and efficient services that benefit the Australian community
* Strategy, Policy & Evaluation - delivering great policy and services with strategic analysis and evaluation throughout the policy lifecycle
* Leadership & Management - driving organisational productivity and performance through inspiration towards a common goal.

All areas of APS Craft are guided by the APS Values, which articulate the standard of behaviour expected of all APS employees. To learn more about the APS Values, visit the [Australian Public Service Commission website.](https://www.apsc.gov.au/working-aps/information-aps-employment/aps-values)

## Single Agency delivery versus mixed agency delivery

|  |  |  |
| --- | --- | --- |
|  | **Single Agency** | **Mixed Agency** |
| Venue logistics | Host Agency | APS Academy |
| Promotion | Host Agency with communication package support from APS Academy | APS Academy |
| Registrations | APS Academy | Individuals via APSLearn |
| Delivery mode | Face-to-Face or virtual | Face-to-Face or Virtual |
| Cost | Single fee for each delivery | Per person charge |
| Catering | Not included | Included for Face-to-Face courses |
| Course materials | Provided electronically to participants – Post registration | Provided electronically - to participants – Post registration |
| Facilitator travel costs | Additional travel costs will apply to an agency, when a facilitator is required to travel delivery - Travel is booked as per the [ATO Reasonable Travel Allowance](https://atotaxrates.info/allowances/ato-reasonable-travel-allowances/#table1-2023). | Included in course fee |
| Recommended when: | People from the same agency require the same capability uplift | Fewer people from an agency require the capability uplift, or when an APS-wide perspective is important |

***Please note: This brochure is correct at time of supply and is subject to change***.

# Single Agency courses

The APS Academy has recently reviewed its Craft offerings to continue to effectively address emerging trends across the Service.

This work was guided by 3 principles:

* craft
* practitioner learning
* the Academy’s networked model

The Academy has prioritised all course offerings with the highest priority being given to offerings that are unique to the APS, and the lowest priority to those that are not priority areas across the APS.

|  |  |  |
| --- | --- | --- |
| **APS Academy facilitated course** | **Craft** | **Suitable for** |
| [Administrative Decision Making](https://apslearn.apsacademy.gov.au/view_facetoface/22/event/60/activity/475) | Working in Government | APS1 – EL2 |
| [Briefing and Responding to APS Decision Makers](#_Briefing_and_Responding) | [Working in Government](#_Working_In_Government) | APS5 – EL2 |
| [Building and Leading High Performing Teams](#_Building_and_Leading) | [Leadership and Management](#_Leadership_and_Management) | APS6 – EL2 |
| [Building Relationships and Engagement](#_Building_Relationships_and) | [Engagement](#_-Engagement_and_Partnership) and Partnerships | APS 1 – EL2 |
| [Coaching and Developing Others](#_Coaching_and_Developing) | [Leadership and Management](#_Craft_-_Leadership) | EL1 – EL2 |
| [Crafting](#_Crafting_Quality_New) Quality New Policy Proposals | [Strategy, Policy and Evaluation](#_Strategy,_Policy_and) | All Levels |
| [Dealing with Change](#_Dealing_with_Change) | [Implementation and Services](#_Implementation_and_Services) | APS1 – EL2 |
| [Delivering Great Policy Foundations](#_Delivering_Great_Policy_1) | [Strategy, Policy and Evaluation](#_Craft_Overview) | APS3 – APS6 |
| [Deliveing Great Policy Level Up!](#_Delivering_Great_Policy) (on hold) | [Strategy, Policy and Evaluation](#_Craft_Overview) | EL1 – EL2 |
| [Effective Communication](#_Effective_Communication_-) | APS [People](#_APS_People_-) | EL1 – EL2 |
| [Engaging Stakeholders](#_Engaging_Stakeholders_-) | [Engagement and Partnerships](#_-Engagement_and_Partnership) | EL1 – EL2 |
| [Getting that Selection Right](#_Getting_that_Selection) | APS [People](#_APS_People_-) | APS1 – EL2 |
| How to Apply for Jobs in the APS - APS Levels | APS [People](#_APS_People_-) | APS1 – APS6 |
| [Management in Action](#_Management_in_Action) | [Leadership and Management](#_Craft_-_Leadership) | APS5 – EL1 |
| [Managing Remote and Hybrid Teams](#_Managing_Remote_and) | [Leadership and Management](#_Craft_-_Leadership) | APS5 – EL1 |
| [Planning and Managing Change](#_Planning_and_Managing) | [Leadership and Management](#_Craft_-_Leadership) | APS6 – EL1 |
| [Producing Quality Cabinet Submissions](#_Producing_Quality_Cabinet) | [Leadership and Management](#_Craft_-_Leadership) | APS5 – SES Band 3 |
| [SES Integrity Masterclass](#_SES_Integrity_Masterclass) | [Integrity](#_Integrity_-_Craft) | SES |
| [Structuring Work](#_Structuring_Work_-) | [Implementation and Services](#_Implementation_and_Services) | APS3 – AP6 |
| [Understanding Government](#_Understanding_Government_–) | [Working in Government](#_Working_In_Government) | APS3 – EL2 |

|  |  |  |
| --- | --- | --- |
| **Third party supplier facilitated course** | **Craft** | **Suitable For** |
| [Appearing before Parliamentary Committees](#_Appearing_before_Parliamentary) | [Working in Government](#_Working_In_Government) | EL2 – SES Band 3 |
| [Conflict Resolution for Employees](#_Conflict_Resolution) | [Leadership and Management](#_Craft_-_Leadership) | APS3 – APS6 |
| [Conflict Resolution for Managers](#_Conflict_Resolution_for) | [Leadership and Management](#_Craft_-_Leadership) | EL1 – EL2 |
| [Developing Project Management Expertise](#_Developing_Project_Management) | [Implementation and Services](#_Implementation_and_Services) | APS4 – APS6 |
| [Editing and Proofreading](#_Editing_and_Proofreading) | APS [People](#_APS_People_-) | APS4 – EL2 |
| [Essential Writing f or APS 1- 4 Levels](#_Essential_Writing_for) | APS [People](#_APS_People_-) | APS1 – APS4 |
| [Essential Writing for APS 5-6 Levels](#_Essential_Writing_for_1) | APS [People](#_APS_People_-) | APS5 – APS6 |
| [Essential Writing for Executive Levels](#_Essential_Writing_for_2) | APS [People](#_APS_People_-) | EL1 – EL2 |
| [Influence Negotiation and Persuasion APS](#_Influence_Negotiation_and) | [Engagement and Partnerships](#_-Engagement_and_Partnership) | APS3 – APS6 |
| [Influence, Negotiation and Persuasion - EL](#_Influence,_Negotiation_and) | [Engagement and Partnerships](#_-Engagement_and_Partnership) | EL1 – EL2 |
| [Leading Successful Projects](#_Leading_Successful_Project) | [Implementation and Services](#_Implementation_and_Services) | EL1 – EL2 |
| [Presentation Skills](#_Presentation_Skills) | [Engagement and Partnerships](#_-Engagement_and_Partnership) | APS3 – EL2 |
| [Providing Effective Secretariat Support](#_Providing_Effective_Secretariat) | [Working in Government](#_Working_In_Government) | APS3 – EL2 |
| [Report Writing in the APS](#_Report_Writing_in) | APS [People](#_APS_People_-) | APS5 – EL1 |
| [Strategic Leadership](#_Strategic_Leadership) | [Leadership and Management](#_Craft_-_Leadership) | EL1 – EL2 |
| [Strategic Thinking](#_Strategic_Thinking) | [Leadership and Management](#_Craft_-_Leadership) | APS4 – APS6 |
| [The Professional Executive Assistant](#_The_Professional_Executive) | APS [People](#_APS_People_-) | APS3 – APS 6 |
| [Working Effectively at the APS 5 Level](#_Working_Effectively_at) | APS [People](#_APS_People_-) | APS4 – APS 5 |
| [Working Effectively at the APS 6 Level](#_Working_Effectively_at_1) | APS [People](#_APS_People_-) | APS5 – APS 6 |
| [Working Effectively at the EL 1 Level](#_Working_Effectively_at_2) | APS [People](#_APS_People_-) | APS6 – EL1 |
| [Working Effectively at the EL 2 Level](#_Working_Effectively_at_3) | APS [People](#_APS_People_-) | EL1 – EL2 |

***Please note: Delivery of 3rd Party Supplier courses are capped subject to our third party contractual arrangements. Allocations are given on a ‘first – come – first – served basis***.

# Booking information

## Booking

Single Agency bookings to be submitted via an [Online Enquiry Form](https://www.apsacademy.gov.au/form/single-agency-enquiry-form). This form is a requirement for all Single Agency booking requests. The Academy Operations and Delivery Team (AOD) will liaise with Single Agency contacts to coordinate preferred dates, delivery method, and number of sessions required. The AOD Team will then liaise with our facilitators/suppliers to source dates availability. Upon facilitator/supplier confirmation, the AOD Team will provide proposed date/s to the Single Agency contact for endorsement.

**Please note:**

* Single Agency preferred dates are indicative and subject to facilitators availability
* Academy proposed dates will be held for a maximum of 5 business days before being released

## Cost

Single Agency bookings are based on a single fee for service. The cost per delivery for a Single Agency course is $8,000.00 (GST exclusive).This pricing is subject to review in the next 6 months. Any changes to price will be communicated to agencies.

**Please note:**

Travel costs associated with face-to-face deliveries will be on-charged to your agency. Travel is booked as per the[ATO Reasonable Travel Allowance](https://atotaxrates.info/allowances/ato-reasonable-travel-allowances/#table1-2023).

## Invoicing and payment

An invoice will be raised and sent to your entity contact, in the week following the training session. Payment will need to be made within 30 days of the invoice date. To enable us to generate the invoice for payment, the following information will need to be provided.

* contact name
* contact details or shared inbox detail
* purchase order number - if applicable

## Participant numbers

Face-to-face deliveries have a minimum of 10 participants and a firm maximum of 20 participants for both Academy and third party facilitated courses.

Face-to-screen deliveries have a minimum of 10 participants a maximum of 20 for Academy facilitated courses and 16-18 for a third party supplier facilitated course.

The APS Academy reserves the right to either cancel or reschedule a course if the minimum number of 10 participants is not reached. This is managed in accordance to the Academy’s terms and conditions and charges may apply to your agency. A request for a course to go ahead outside these numbers may be considered at the discretion of the APS Academy

Maximum number of participants for your chosen courses will be confirmed at time of booking.

## Course tailoring

Course tailoring is feasible and may incur additional costs that apply to your agency. The extra cost depends on the amount of tailoring required for the course/session.

For course tailoring follow the below steps.

* All requests for course tailoring are to be submitted to the APS Academy via the Academy inbox ([apsacademy@apsc.gov.au](mailto:apsacademy@apsc.gov.au)).
* An initial meeting will be set up with the agency, the Academy and the facilitator to discuss the options for tailoring.
* A quote for tailoring a course will be generated to the agency based on a $90 per hour rate.
* The agency needs to endorse the quote and notify the Academy accordingly, allowing enough time for the tailoring process, adhering to the Academy’s deadline.
* The agency will be charged the quoted amount on top of the Single Agency fee and invoiced as per the normal process.
* No tailoring charges will apply for minimal changes to course materials such as a request for the facilitator to share an agency specific document e.g. case study, report examples etc.

## Virtual training

### Academy role and responsibilities

The Academy uses MS Teams as the preferred virtual platform for all virtual training. Should your agency prefer to use an alternate platform, your agency will be responsible to provide the Academy with the link and joining information. The platform you choose will need to be one that is accessible to our facilitators.

All sessions are coordinated (booked and communicated) via [APSLearn](https://apslearn.apsacademy.gov.au). Our team is responsible for registering participants and ensuring participants receive all training information including joining instructions and learning materials. Only participants with an active APSLearn account can be registered to the session and have access to the learning material.

Participant learning materials are accessible via APSLearn for internal printing. The Academy does not provide printed materials. To access the materials, participants need to click on my learning tab on the home page, then click on attendance. A list their courses appears. Select the relevant course and scroll down to the activity sections at the bottom of the page. All course materials are listed under activities.

***The Academy holds same roles and responsibilities for face-to-face training***.

### Agency’s role and responsibility

* Agency to nominate two contacts and provide their email address and phone numbers for coordination purposes.
* Agencies to provide the Academy with the list of participants 14 days prior to the course delivery date for registration purposes.
* Participants will need an APSLearn profile in order for us to enrol them into a course in [APSLearn](https://apslearn.apsacademy.gov.au/view_facetoface/59). Participants APSLearn profile should reflect participant’s current agency APSLearn accounts can be created using this [link](https://apslearn.apsacademy.gov.au/).
* Agencies are required to request participants create an APSLearn account as soon as they have accepted attendance at a session.
* All email correspondence to participants will be sent via APSLearn.
* The Agency will receive a summary of participants who have been registered and those pending an APSLearn account.
* The Agency is responsible to **update the Academy when participants have created APSLearn accounts and are ready to be registered.** The Academy will not be checking if these participants register an account in APSLearn.
* Any participant requests (registration or withdrawal) need to be submitted via the agency nominated contact person, or the Learning and Development team in order to be actioned. Individual request will not be actioned and will be reverted back to Single Agency contact person.
* The Agency Learning and Development contact must not share the MS Link details with staff members who are not on the participant list, or do not have an active APSLearn account.

These steps will ensure a streamlined process when participants are registered in a course.

### Expectations for all virtually delivered courses

To participate in virtual training, it is a requirement that all participants have a working camera and microphone to participate.

Participants are required to attend the full delivery of the course to be marked as “Attended” in APSLearn at the conclusion of the training.

Participants are not able to join a session in progress of the next available course to make up attendance for a missed session. Rebooking and payment will be required to re-attend the full course to be marked as Attended.

Participants are expected to be present for the full delivery and not to drop in and out of virtual sessions to attend meetings or appointments.

Pre-course work (if applicable) is to be completed prior to the day of delivery.

The above information will both influence and impact the learning outcomes and benefits each individual participant.

## Face to face deliveries

### Academy role and responsibilities

All sessions are coordinated (booked and communicated) via [APSLearn](https://apslearn.apsacademy.gov.au). Our team is responsible for registering participants and ensuring participants receive all training information including joining instructions and learning materials. Only participants with an active APSLearn account can be registered to the session and have access to the learning material.

Participant learning materials are accessible via APSLearn for internal printing. The Academy does not provide printed materials. To access the materials, participants need to click on my learning tab on the home page, then click on attendance. A list their courses appears. Select the relevant course and scroll down to the activity sections at the bottom of the page. All course materials are listed under activities.

### Agency role and responsibilities

The booking agency is responsible for providing suitable venue for the delivery which includes:

* data projector with sound and cables with a projection screen or white wall
* whiteboard with whiteboard markers and cleaners
* post-it notes and sharpies
* flip chart with markers and a supply of blu-tac
* desktop nameplates for participants table and chairs for each participant (i.e. café style) and table and chair for facilitator
* room set up as per the facilitators request, ie café style, cabaret etc
* contact person details to meet and greet facilitator 45min prior to the commencement of session

Facilitators will bring their own laptop. Please advise the APS Academy if this is not possible due to security

***Requirements for a list of participants for virtual and face to face deliveries remain the same.***

Terms and conditions

## Changes to our agencies booking

### Rescheduling

Requests to reschedule your entity booking to a later date must be made at least 14 calendar days before the commencement of the learning experience. Requests made within 14 calendar days will be considered a cancelled learning experience, with the entity required to pay 50% of the total fee payable and any applicable out of pocket travel expenses. A request to reschedule may be considered with less than 14 calendar days’ notice if it is due to exceptional circumstances and is approved at the discretion of Us or the Supply Entity.

### Cancellation

### Requests for cancellation of a booking must be made at least 21 calendar days before the commencement of activity learning experience delivery. If a cancellation occurs within 21 calendar days of commencement of the learning experience, the entity will be required to pay 50% of the total fee payable and any applicable out of pocket travel expenses. A request for a cancellation may be considered with less than 21 calendar days’ notice if it is due to exceptional circumstances and is approved at the discretion of the APS Academy. Cancellations occurring with less than 7 calendar day’s notice will incur 100% of the total fee payable and any associated out of pocket travel expenses.

### Confirmation of participant numbers

Final confirmation of participant names (with platform profiles created) is required 2 working days’ prior to commencement of the delivery date to enable the facilitators to prepare for the session and to ensure participants receive pre-work (if applicable) and all communications in preparation for the learning experience. Unfortunately, we or the Supplying Entity are not in a position to make changes to participant lists within 48 hours of the session commencing. We or the Supplying Entity encourage agencies to factor this into their planning and scheduling of single entity sessions.

### Use of Intellectual Property

The agency must not reproduce or share internally any materials provided as part of the above course(s)/service(s), nor remove from the course materials the copyright notice or symbols without prior approval from the Australian Public Service Commission.

# Craft and course description

## Integrity - Craft overview

The Integrity of APS employees and agencies is central to building a high-performing and trusted public service. Integrity in the APS is the pursuit of high standards of professionalism—both in what we do, and in how we do it.

To practise integrity well, knowing the ‘rules’ is necessary but not sufficient—we also need to know how to interpret and apply them successfully in a range of situations. Integrity is a core consideration of our individual conduct and guides how we think and undertake our work as an organisation.

### 

### [SES Integrity Masterclass](#_SES_Integrity_Masterclass)

#### Course overview

#### The SES Integrity Masterclass is aimed at providing SES leaders with access to current thinking and practical applications towards embedding pro-integrity culture across the APS. The content addresses the importance of integrity in the workplace by examining current, real-world issues through a practitioner-led approach.

#### Developed by the APS Academy in partnership with key APS integrity agencies and academic partners, it has been recognised in the “Louder than Words: An APS Action plan” as an “excellent integrity product” with the recommendation for “Secretaries to support all SES to undertake” this course.

Successful completion of this course involves 3 hours of pre-work (available online at a time that suits you) and attendance at a 3.5 hours interactive facilitated workshop.

To be recorded as having completed the [SES Integrity Masterclass](https://apslearn.apsacademy.gov.au/view_facetoface/602), participants must have completed all pre-work and marked as having attended the Masterclass.

#### Participant benefits

* Increase your ability to exercise integrity and ethical decision making in all aspects of your work.
* Champion a culture of integrity and fulfil your role as a steward of that culture.
* Create environments where integrity discussions are mainstream, and staff engage consistently and positively with integrity.
* Build the integrity capability of teams and organisations.
* Stay up-to-date with integrity issues, trends and supporting tools and resources.

Suitable for: SES Band 1 - SES Band 3

#### Task for your Agency

The Academy aims to integrate state-of-the-art learning design through both learning and development professionals and practical wisdom of contemporary practitioners. This approach assists with delivering applied, relevant and rigorous learning. To provide your learners with the best possible experience, we highly encourage you to engage your First Assistant Secretary in each session, to welcome the group, explain why integrity is important / share insights/advice and encourage participants to immerse themselves in the learning. While we strongly encourage this involvement, it is not mandatory for the session to go ahead.

Once you engage your First Assistant Secretary or equivalent in a session, please let the APS Academy team know via [apsacademy@apsc.gov.au](mailto:apsacademy@apsc.gov.au).

## Working In Government - Craft overview

Public servants must have an understanding of Australia’s government system and know how to work effectively within it.

To effectively work in government you need to:

* know the APS's role within the Australia government system
* be responsive and provide rigorous advice to decision makers
* understand the budget process and the APS role within
* lead and adhere to the development of APS legislation and policy
* be accountable to ministers, under legislation and within Parliamentary oversight and transparency mechanisms

### [Administrative Decision Making](https://apslearn.apsacademy.gov.au/view_facetoface/22/event/60/activity/475) – Foundation

#### Course overview

Making good administrative decisions that are consistent with legal and policy frameworks is an essential skill. Examine legal authorities that make decisions and the responsibilities of administrative decision-makers. Work through case studies and scenarios to identify, interpret and apply legislation in making decisions and examine how decisions can be reviewed.

#### Participant benefits

On completion of this course, participants will be able to:

* describe the legal and administrative framework for APS decision-making
* interpret and apply legislation and other guidance in administrative decision-making
* make fair and robust decisions within delegations and accountability mechanisms
* assemble a suite of useful strategies to assist with effective decision-making in the workplace

Suitable for: APS1 – EL2

### 

### [Appearing before Parliamentary Committees](#_Appearing_before_Parliamentary)

#### Course overview

Do you need to appear before a parliamentary committee in your current role? Do you provide support to someone who does this? Learn about the committee system and the role you have to provide honest and accurate testimony.

Appearing before Parliamentary Committees takes an in-depth look at parliamentary committees that scrutinise decisions and the information flow between the APS, the parliament and the public. This program will help you to prepare effectively and communicate information clearly. You will also have the opportunity to participate in a simulation of the committee process to crystalize your knowledge.

#### Participant benefits

On completion of this course, participants will be able to:

* understand the role of committees in the parliamentary process
* learn the types of parliamentary committees and the restrictions on witnesses appearing before a committee
* Practice answering the types of questions that could be asked at committee hearings and write and prepare briefs that answer these questions.

Suitable for: EL2 – SES Band 3

### [Providing Effective Secretariat Support](#_Providing_Effective_Secretariat)

#### Course overview

This course covers the role of the secretariat when working across government, jurisdictions, teams and stakeholder groups. Examine the protocols of secretariats. Learn to coordinate and prepare meeting agendas. Appreciate how to contribute to committee effectiveness and to prepare appropriate documents.

\*This content has been provided by a third party in consultation with the APS Academy

#### Participant benefits

On completion of this course, participants will be able to:

* Understand the strategic and effective secretariat support required to manage complex and diverse relationships.
* Learn the techniques available and plan and develop secretariat documents.
* Apply good practices particularly in committees and areas of governance.

Suitable for: APS 3 - EL 2 and APS employees performing secretariat duties

### [Understanding Government – Foundation](#_Understanding_Government_–) – Currently on hold

#### Course overview

This courses provides an understanding of the system of government and its operations as fundamental to working effectively in the APS. To successfully support ministers, parliamentary secretaries and the whole of government, all APS staff need to have an understanding of the role of the APS and the processes that underpin the Australian system of government and correspondingly, their roles and responsibilities within this system.

#### Participant benefits

On completion of this course, participants will be able to:

* explain the structure and functions of the APS as it relates to the Australian system of government
* explain the constitutional framework. the federated system of government and the separation of powers
* differentiate the roles and accountabilities of ministers, ministerial staff and APS staff
* demonstrate an understanding of the parliamentary process
* demonstrate an understanding of the legislative process
* explain the budget process and the role of Senate Estimates

Suitable for APS3 – EL2

### 

### [Briefing and Responding to APS Decision Makers - Practitioner](#_Briefing_and_Responding)

#### Course overview

This program takes an in-depth look at decision-making and covers the skills required to design, develop and deliver a briefing. Understand the development and role of question time briefs, ministerial talking points for media engagements, ministerial advisor briefings, hot issues briefings, ministerial submissions and second reading speeches. Experience 'real-life' briefing scenarios that simulate the high-pressure and stakes of a government briefing. Learn effective briefing techniques and workshop approaches that build relationships with senior APS decision-makers, ministers and advisers.

#### Participant benefits

On completion of this course, participants will be able to:

* learn the needs of APS decision-makers, ministers and advisers and how to manage those relationships
* recognise and present crucial information
* create quality and timely briefs in the workplace

Suitable for APS5 – EL2

## Leadership and Management - Craft overview

Effective leadership and management inspires a sense of purpose and drives high performance.

Leadership is demonstrated by action at all levels and enables others to achieve goals. APS leaders focus and continuously develop their skills in response to evolving challenges and complexity.

Managers use formal authority and processes to ‘get things done’ in the right way. Effective management is critical to promote high performance in the APS.

Effective leaders must:

* demonstrate ethical leadership, leading for wellbeing and valuing diversity and inclusion
* navigate complexity within a strategic and political context to achieve positive outcomes
* scan the horizon for emerging trends, identify opportunities and challenges and inspire a collective purpose
* skilfully influence stakeholders to ensure productive relationships
* provide honest and fearless advice to create integrity within service

### 

### [Building and Leading High Performing Teams - Foundation](#_Building_and_Leading)

#### Course overview

This program helps managers create and maintain high-performing teams where work is aligned with government priorities. Learn how to analyse and describe high-performing teams, identify the enablers and barriers, and explain the management practices required. Examine team strengths and areas for improvement and plan pathways to build a high-performance culture in the workplace. Benefit from meeting and sharing thoughts, experiences and ideas about building and leading high-performing teams with other managers.

#### Participant benefits

On completion of this course, participants will be able to:

* analyse and describe the business imperative for having a high-performing team in the APS
* describe the characteristics of a high-performing team and how they translate to your team
* assess and plan your team’s pathway to being a high-performing team
* identify management practices that you can adopt to build a high-performing team

Suitable for APS6 – EL2

### [Coaching and Developing Others - Foundation](#_Building_and_Leading)

#### Course overview

This course is designed to improve the way APS employees coach and manage others so they can deliver improved outcomes, ultimately resulting in higher APS productivity.

#### Participant benefits

On completion of this course, participants will be able to:

* develop individuals and teams, using a variety of coaching tools and methods, to better achieve organisational outcomes
* use coaching techniques to create an engaged and high performing workplace

Suitable for EL1 – EL2

### [Conflict Resolution for Employees](#_Conflict_Resolution)

#### Course overview

This program teaches the skills to respond to workplace and organisational conflict. This practical skills-based program explores the causes of workplace conflict, ways to identify and address the early signs, tools to reduce anxiety and talk skilfully about difficult issues and behaviours in a professional and resilient manner.

#### Participant benefits

On completion of this course, participants will be able to:

* have increased self-awareness around conflict and enhanced personal skill of self-regulation (managing oneself)
* be able to respond to conflict to create choice rather than react
* be able to promote a collaborative approach to resolving conflict
* be able to influence others by modelling a non-anxious response
* promote a productive workplace that encourages respectful relationships

Suitable for APS 3 - APS 6

### [Conflict Resolution for Managers](#_Conflict_Resolution_for)

#### Course overview

This program teaches the skills to respond to workplace and organisational conflict as a manager, including the tools to coach and support others. This practical skills-based program explores the causes of workplace conflict, ways to identify and address the early signs, tools to reduce anxiety and talk skilfully about difficult issues and behaviours in a professional and resilient manner.

This content has been provided by a third party in consultation with the APS Academy.

#### Participant benefits

On completion of this course, participants will:

* have increased self-awareness around conflict and enhanced personal skill of self-regulation (managing oneself)
* be able to respond to conflict to create choice rather than react
* promote a collaborative approach to resolving conflict
* influence others by modelling a non-anxious response
* apply tools to coach others in responding to conflict

Suitable for EL1 – EL2

### [Managing Remote and Hybrid Teams - Foundation](#_Managing_Remote_and)

#### Course overview

#### This workshop provides practical training for managers on how to effectively lead remote and hybrid teams in the Australian Public Service (APS). Participants will develop leadership skills, explore best practices for remote team management, and address common challenges such as communication, accountability, team culture, and well-being. Through interactive discussions and real-world case studies, participants will gain a structured approach to fostering high performance, engagement, and collaboration in a flexible work environment.

#### Participant benefits

On completion of this course, participants will be able to:

* understand the latest trends and challenges of remote and hybrid work in the APS.
* learn strategies to build and sustain a strong remote team culture that fosters trust, collaboration, accountability, and inclusion.
* develop clear communication practices to enhance team cohesion and performance.
* explore effective leadership approaches, including situational leadership for remote contexts.
* gain techniques for setting expectations, monitoring performance, and fostering a results-driven team culture.
* identify strategies to support employee well-being and maintain a healthy work-life balance.
* apply learning through interactive exercises, discussions, and real-world scenarios.

### Suitable for APS5 – EL1

### [Management in Action](#_Management_in_Action)

#### Course overview

This program aims to increase the confidence of managers in using formal authority to achieve business outcomes. This will be done by examining managerial responsibilities in a series of workplace simulations and role plays. Learners will be immersed in plausible scenarios to facilitate learning through practice. This allows the exploration of options and decisions without concern for real time consequences.

#### Participant benefits

On completion of this course, participants will be able to:

* plan business activities that support the strategic priorities of your entity
* plan, recruit and deploy your workforce
* manage the performance of individuals and teams
* develop the capabilities of individuals and teams
* make decisions around entitlements, placements and opportunities for employees
* manage a budget to achieve business outcomes
* exercise delegations
* maintain a safe and healthy workplace
* cultivate a professional and positive workplace culture

Suitable for APS 5 - EL 1 and APS employees who are new to management, new to management in the APS, hoping to advance to a management position or in need of a refresher.

### [Producing Quality Cabinet Submissions](#_Producing_Quality_Cabinet)

#### Course overview

You will get the most current information and insights into the Cabinet system, delivered in an engaging and educational way. You will become familiar with Cabinet principles and conventions, key steps and timeframes, template requirements, and who to consult. With lots of practical activities, you will develop your drafting skills and get tips for how to write for a Cabinet audience. You will also benefit from meeting and engaging with other APS staff on these topics.

#### Participant benefits

On completion of this course, participants will be able to:

* describe the characteristics of Cabinet government and how they influence Cabinet work
* summarise the key roles within Cabinet and how these assist the functioning of Cabinet
* explain the products of Cabinet and match with their corresponding use
* summarise the steps for a Cabinet submission and their corresponding timeframes
* summarise the linkages between APS work and the work of Cabinet
* outline an initial plan for the development of a Cabinet submission
* describe the intended audience of a Cabinet submission
* effectively draft submissions that comply with Cabinet submission templates
* explain the measures of quality as they relate to Cabinet submissions

Suitable for APS5 – SES Band 3

### 

### [Strategic Leadership](#_Strategic_Leadership)

#### Course overview

Take an in-depth look at shaping strategy with a sense of purpose and direction, using information and opportunities, and showing judgement and common sense. Use environmental scanning and best practice models and tools to help anticipate the consequences and trade-offs of actions.

#### Participant benefits

On completion of this course, participants will be able to:

* enhance existing capability of the processes of strategic decision making
* identify, reflect, and practice strategic influence and persuasion
* demonstrate capabilities in applying strategic thought in the workplace
* identify the actions needed moving from strategic thinking to strategic leadership (planning vs. application)
* lead change in the public sector setting by linking strategic planning to operational requirements (internally and other government departments)

Suitable for EL1 – EL2

### [Strategic Thinking](#_Strategic_Thinking)

#### Course overview

Understand the processes of strategy, the language of strategic thinking and strategic planning. Examine the methods and models used including group-based planning processes. Discuss and share experiences about professional thought practices, work and team planning, and operating strategically in the APS.

#### Participant benefits

On completion of this course, participants will be able to:

* learn planning frameworks and techniques and identify concepts of strategic thinking and planning
* recognise links between strategic planning and operational development
* apply strategic thinking to your work and in the workplace

Suitable for APS4 – APS6

### [Planning and Managing Change - Practitioner](#_Planning_and_Managing)

#### Course overview

This course details the role of management and leadership in times of change. Explore leadership personality types and develop behaviours to successfully introduce and integrate new practices in the workplace. Identify and adopt models of basic change management and understand the processes involved using workplace.

#### Participant benefits

On completion of this course, participants will be able to:

* identify and learn effective leadership behaviours that help when introducing change
* use basic management tools to plan and manage changes in practices and procedures
* apply effective leadership behaviours in the workplace

Suitable for APS6 – EL1

## 

## Strategy, Policy and Evaluation - Craft overview

The public service plays a critical role in providing high quality policy advice to successive governments. Proficiency in strategy, policy and evaluation is key to the capability and professionalism of the public service.

**Strategy**: Understanding the strategic objectives, purpose and desired outcome is critical to effective policy development.

**Policy**: Delivering great policy advice to government is at the heart of what we do as a public service. Accurate advice results in better outcomes for all Australians. Great policy advice is achieved when it is:

* clear on intent
* well informed
* practical to implement
* Influential

Whether there is a need for immediate advice, or for long term policy development, our policy capability must evolve and adhere to policy environment changes. Great policy also requires whole of government coordination and genuine engagement with stakeholders within, and outside, government.

**Evaluation**: Robust evaluation is critical at all stages of policy development to achieve desired strategic outcomes. The public service must regularly review, test and evaluate outcomes, learn from findings and improve and iterate accordingly to achieve desired outcomes.

### 

### [Delivering Great Policy - Foundation](https://apslearn.apsacademy.gov.au/view_facetoface/202)

#### Course overview

This package delivers all 4 modules of Delivering Great Policy Foundations. This package defines the four core elements required for delivering great policy advice: being clear on intent; being well informed; practical to implement; and advice is influential. Participants will complete all 4 modules in sequence.

* Day 1: Clear on Intent (9:00am-12:30pm)
* Day 1: Well Informed (1:00pm-5:00pm)
* Day 2: Practical to Implement (9:00am-12:30pm)
* Day 2: Influential (1:00pm-5:00pm)

When scheduling a *Delivering Great Policy Foundation* course, your agency is responsible for sourcing a policy practitioner for the role of *Guest Speaker* in each model**.**

**Policy Practitioner specific role**

The policy practitioner role is to share personal stories to assist with the learning of participants, alongside our professional facilitator, and to:

* answer questions assisted by real life examples
* bring a personal perspective to the theory

Ideally each module should have a policy practitioner, however this is not isn’t a requirement for the course to go ahead.

Participant benefits

On completion of this course, participants will be able to:

* build on a practical foundation in being clear on intent
* discern and articulate policy's intent
* ensure advice is considered and relevant
* use outcomes focused language in a policy context
* identify and draw on multiple, credible sources
* test the credibility of an evidence base
* develop plan/s that are credible, flexible and of high quality
* select and embrace approaches that suit evaluation metrics
* recognise the value of approaches for engaging with implementation stakeholders
* develop an influence plan incorporating quality standards
* articulate an influence plan that is compelling by defined standards
* implement an influence plan to meet defined objectives

Suitable for APS 3 - APS 6 and APS employees who are new to, or considering a career in, policy development roles.

### [Delivering Great Policy - Level Up!](https://apslearn.apsacademy.gov.au/view_facetoface/226) – Currently on hold

A one day facilitated workshop exploring the challenges policy officers face in their day to day work.   
Experienced policy practitioners will come together and share their experiences, learn from each other, and be challenged to think more broadly about tackling policy challenges and structural barriers to deliver great policy advice in the APS.

The course is designed to be co-facilitated by an APS Academy facilitator and a policy practitioner from the hosting agency It is the responsibility of the host agency to source this internal policy practitioner with the role to:

* answer questions with real life examples
* bring a personal perspective to the theory
* challenge participants to push their approach and thinking

The hosting agency is also required to source two additional policy practitioners to guest speak during the course – This is a requirement for the course to go ahead.

**Speaker one – opening remarks**: **(9:45am-10:15am)** *Set the scene.* Speaker one will introduce the day, talk about why it is important for the department at this time, how excited leadership is about this program, and share some personal policy experiences.

**Speaker two – Fireside chat: (4:00pm-4:30pm)** *Wrap up the day*. Speaker 2 will conduct a ‘fireside chat’, providing candid reflections on their policy experience, and answering raised questions about the challenges we face in delivering great policy. .

#### Participant benefits

The course brings together high achieving experienced policy practitioners to share their expertise and experience, learn from each other, and be challenged to think more broadly about how best to approach policy issue

* peer learning
* shifting mindsets (encouraging participants to think differently about how they approach policy, to test and try things and explore through learning from others)
* practitioner-led focus (learning from other policy practitioners and shared experiences)

Suitable for high achieving APS6 and experienced EL1-EL2 policy practitioners to share their expertise and experience, learn from each other, and be challenged to think more broadly about how best to approach policy issues.

### [Crafting Quality New Policy Proposals - Practitioner](https://apslearn.apsacademy.gov.au/view_facetoface/31)

#### Course overview

This program is aimed at employees seeking to understand the key processes and considerations for preparing a New Policy Proposal. As this is a skills set that is core for professional public servants, it is suitable for employees from APS, EL, or SES levels.

#### Participant benefits

On completion of this course, participants will be able to:

* identify and clarify policy intent
* understand the NPP processes and how this aligns with the Cabinet submission, policy and budget cycles
* identify relevant NPP stakeholders and plan approaches for working with them
* construct clear and compelling arguments

Suitable for all staff

## Engagement and Partnership - Craft Overview

Effective engagement and partnership is the craft of connecting to and working with stakeholders to harness collective knowledge, professionalism and expertise. It’s how we work, network and collaborate with individuals, communities, businesses and all levels of government to achieve the best possible outcomes for Australia.

Engagement and Partnership is built on a foundation of trust, transparency and open communication, and should always be clear on intent.

Engagement and Partnership is established through:

* understanding the needs of stakeholders, recognising tangible issues and embracing diverse engagement
* building respectful, mutually beneficial relationships with shared knowledge
* being transparent about the nature of engagement and collective risks
* sharing insights to guide policy, course development and decisions for impactful delivery
* recognising the importance of diversity and inclusion and those whose voices may be underrepresented
* continuing engagement when appropriate by maintaining feedback loops to sustain stakeholder relationships

### 

### [Building Relationships and Engagement - Foundation](https://apslearn.apsacademy.gov.au/view_facetoface/27)

#### Course overview

Identify and examine internal and external work relationships, their relevance and the importance of achieving mutual success. Aspects of self-awareness, personal effectiveness and maintaining productive relationships - even during the difficult times are explored. Share and develop good ways to plan for and participate in meetings.

#### Participant benefits

On completion of this course, participants will be able to:

* describe the benefits of building relationships and engagement to the work of the APS
* demonstrate commitment to working flexibly with a diversity of individuals and communication styles
* contribute to an open, collective working environment within and between teams and agencies
* communicate effectively with a range of internal and external contacts
* apply a range of methods and tools for building effective relationships and engagement

Suitable for APS1 – EL2

### 

[**Engaging Stakeholders - Foundation**](https://apslearn.apsacademy.gov.au/view_facetoface/42)

#### Course overview

This program helps to identify the benefits of working effectively with stakeholders. Understand the most appropriate stakeholders and the most appropriate form of engagement. Work through case studies and scenarios to develop the necessary analysis, planning, and engagement skills for working successfully with stakeholders.

#### Participant benefits

On completion of this course, participants will be able to:

* recognise situations where stakeholder input would be beneficial to your work (whether specific projects or business as usual)
* correctly identify, assess and prioritise relevant stakeholders
* take a systematic approach to planning, conducting and evaluating stakeholder engagements
* apply relevant skills to maximise the effectiveness of the stakeholder engagement
* appropriately follow-up the engagement process
* successfully apply a range of methods and tools for engaging and managing stakeholders

Suitable for APS 1 - EL 2 and APS employees that are new to Engaging Stakeholders.

### 

### [Influence Negotiation and Persuasion APS](#_Influence_Negotiation_and)

#### Course overview

Explore aspects of influence and the psychology of persuasion. Understand how verbal and physical language affects interpersonal exchanges, including negotiations, meetings and briefings. Build your practical knowledge and experience through discussion and participation.

#### Participant benefits

On completion of this course, participants will be able to:

* understand influence, negotiation and persuasion and its role in the workplace
* recognise how to confidently and respectfully influence through improved awareness of your thinking style and the thinking styles of others apply practical negotiation skills  to negotiate with employees, managers, colleagues and stakeholders .

Suitable for APS3 – APS6

### 

**[Influence, Negotiation and Persuasion – Executive Level](C:\\Users\\PSC465\\AppData\\Local\\Microsoft\\Windows\\INetCache\\Content.Outlook\\WWLPYP7G\\Influence,_Negotiation_and)**

#### Course overview

This course examines aspects of influence and persuasion and the negotiation skills essential for managing and leading at the executive level. Aspects of leadership and influence and the psychology of persuasion are explored. Work through areas where influence benefits work, for example, communicating with influence, influencing strategy, negotiation styles and how to apply them.

#### Participant benefits

On completion of this course, participants will be able to:

* recognise how to confidently and respectfully influence through your character, competence and communication style
* understand how different behaviours affect workplace relationships
* learn ways to negotiate with employees, managers, colleagues and stakeholders
* use influencing tools to enhance the professional standing within the APS

Suitable for EL1 – EL2

### [Presentation Skills](https://apslearn.apsacademy.gov.au/view_facetoface/65)

#### Course overview

This is a practical and participative course to build confidence in giving presentations. Examine the learning techniques, structures and elements that create and deliver good presentations. Learn how to present with confidence and make use of that nervous energy. Use a step-by-step plan to create presentations and use visual aids to make the content memorable and engaging. Try your hand at presenting to a small group and receive advice and constructive feedback. The course is filled with suggestions, ideas and insights that will assist participants to develop their own personal presentation and facilitation styles. It uses a highly interactive approach, with participants given the opportunity to make several short presentations and workshop deliveries.

#### Participant benefits

On completion of this course, participants will be able to:

* plan, design and deliver effective presentations that will engage the audience
* develop influential public speaking and facilitation skills for a range of audiences
* prepare and use visual aids effectively and confidently
* speak in prepared and impromptu speaking situations
* manage follow-up questions and discussions

Suitable for APS3 – EL2

## Implementation and Services - Craft Overview

Implementation and services is the craft of identifying, implementing, and delivering services that meet real needs.

To deliver great services we to deliver great services we must start by identifying the requirements and challenges the services are trying to solve and why. Delivering great services means:

* following a service design and delivery process
* understanding users and stakeholders needs
* defining desired outcomes, measuring actual impact and adjusting accordingly
* exploring and prototyping multiple solutions, sharing ideas early and often
* understanding interactions between policy intent and delivery imperatives
* identifying risks and managing them
* working collaboratively in multidisciplinary teams – ideally from across government
* displaying commercial intelligence whenever commissioning services

### 

### [Dealing with Change - Foundation](#_Dealing_with_Change)

#### Course overview

This is an intensive course exploring change at the personal and organisational level. Understand concepts of resilience and develop techniques to be adaptable and responsive. Share thoughts and ideas on dealing with change with others.

#### Participant benefits

On completion of this course, participants will be able to:

* describe how change is intrinsic to the public service
* challenge and surface beliefs and understanding about change
* identify the different responses that individuals experienced during change
* apply tools and strategies for coping with change, as required

Suitable for APS1 – EL2

### 

### [Developing Project Management Expertise](https://apslearn.apsacademy.gov.au/view_facetoface/38)

#### Course overview

Understand the project management process and tools for implementation and evaluation. This includes project planning, resource identification, implementation, deliverables and milestones, risk assessment, stakeholder management and governance. Develop a project plan and risk and stakeholder management activities to deliver the plan on time and within budget.

#### Participant benefits

On completion of this course, participants will be able to:

* understand and manage projects, outsourcing, and stakeholder relationships
* recognise the importance of working effectively in a team
* develop project plans using project management methodology including reporting and evaluation

Suitable for APS4 – APS6

### [Leading Successful Projects](#_Leading_Successful_Project)

#### Course overview

This program outlines the knowledge, tools and techniques required to lead projects and teams at the executive level. Understand the project management framework and consider the political and policy context for projects. Learn project governance requirements and project leadership challenges.

#### Participant benefits

On completion of this course, participants will be able to:

* understand the project management framework and consider the political and policy context for projects
* identify project Governance requirements and project leadership challenges
* provide strong project and team leadership
* recognise the steps involved in managing a successful project, including: scoping, developing, planning, managing, finalising and reviewing a project, identifying and managing project risk, stakeholder and relationship management, finalising, evaluating and promoting your project
* develop a project plan including but not limited to: project procurement, contract management, key stakeholders, vital project milestones, leading and negotiating outcomes

Suitable for EL1 – EL2

## APS People - Craft overview

A selection of resources and courses to build essential APS workforce capabilities can be found at [APS People](https://www.apsacademy.gov.au/aps-people).

The APS values a diverse and inclusive workforce.  Supporting APS career development and employee health and wellbeing is essential to build a capable, committed and effective workforce. This is essential to achieving innovation, understanding, and effective decision-making to better serve our nation.

Explore APS People for information, resources and tools in the following areas:

* Diversity and Inclusion, including Cultural Capability - Diverse experiences and perspectives can drive creative solutions and better decision-making.
* Health and Wellbeing - Essential for employee performance, engagement and productivity.
* Work, Health and Safety - The Work Health and Safety (WHS) Act requires employers, managers and employees to contribute to a safe and healthy work environment.
* Your APS Career - A high-performing and future-ready APS workforce is vital to deliver the best outcomes for the Australian government and community.

### 

### [Effective Communication - Foundation](https://apslearn.apsacademy.gov.au/view_facetoface/40)

#### Course overview

Almost everything we do in the workplace involves communication and our overall job effectiveness is strongly influenced by how well we communicate. In the APS, we require the ability to present information clearly, concisely and in a compelling manner, going to the heart of the issue with speed and clarity.

Effective communication is about being able to deliver strategic and operational information quickly and clearly to a specific target audience or individual. As such, effective communication takes into account the needs and characteristics of the specific audience.

Participants should bring two current samples of writing when they attend. These may be emails, briefs, reports, or other writing from the workplace. Editing practice can be applied directly to their own work. All writing remains confidential and will not be shared or discussed.

#### Participant benefits

On completion of this course, participants will be able to:

* define the factors affecting communication
* draft appropriate forms of written communications for APS and government leaders (e.g. SES)
* explain the factors involved in successful spoken word communication across a number of contexts/situations
* draft relevant, timely correspondence in a clear, understandable language that addresses the needs of the public/communities

Suitable for APS 1 - EL 2

### 

[**Editing and Proofreading**](https://apslearn.apsacademy.gov.au/view_facetoface/39)

#### Course overview

This is a highly interactive course on editing and proofing written text for APS 4 - EL 2 levels. It includes writing skills, editing and proofing methods. You will be able to enhance documents for correctness and clarity.

Participants should bring two current samples of writing when they attend. These may be emails, briefs, reports, or other writing from the workplace. Editing practice can be applied directly to their own work. All writing remains confidential and will not be shared or discussed.

#### Participant benefits

On completion of this course, participants will be able to:

* Understand the writing process and the importance of writing with purpose and a reader focus
* Identify and correct grammatical, spelling and punctuation errors
* Edit content for style and tone appropriate for the purpose and reader and in line with guidelines and protocols
* Apply a reader's point of view to develop clear and concise written material

Suitable for APS4 – EL2

### 

### [Essential Writing for APS 1- 4 levels](https://apslearn.apsacademy.gov.au/view_facetoface/43)

#### Course overview

This course is designed for APS employees who produce routine correspondence, such as emails and letters. While nominally aimed at APS levels 1–4, the program is suitable for all APS employees who need to develop their ability to logically sequence information, use appropriate correspondence styles and improve the readability of their writing.

#### Participant benefits

On completion of this course, participants will be able to:

* logically sequence information in an email or letter
* use government style preferences for correspondence
* use MS Word tools to support readability, accessibility and release

Suitable for APS1 - APS4

### [Essential Writing for APS 5-6 levels](#_Essential_Writing_for_1)

#### Course overview

Essential writing for APS 5–6 levels is designed for APS employees who produce documents involving analysis or evidence-based argument. It is aimed at APS levels 5–6, but is suitable for all APS and executive levels who need to improve their analytical writing. The program focuses on briefs and minutes (internal documents with advice and recommendations) and non-routine correspondence (letters and emails).

#### Participant benefits

On completion of this course, participants will be able to:

* use an analytical and evidence-based approach to writing
* write briefs and minutes that allow well-informed decision-making
* edit substance and style to ensure non-routine documents achieve purpose and meet reader expectations

Suitable for PS 5 - APS 6 and APS employees and executive levels who need to improve their analytical writing.

### [Essential Writing for Executive Levels](#_Essential_Writing_for_2)

#### Course overview

Essential writing for executive levels shows participants how to produce documents which are accurate, clear and consistent with government style requirements. This program is suitable for executive level staff who are either undertaking writing tasks themselves, managing other employees on a writing task, are new to the APS or have transferred into a role where higher levels of writing skills are required.

#### Participant benefits

On completion of this course, participants will be able to:

* use a structured approach to interpreting information
* write concrete and engaging key messages
* identify and correct deficient written arguments
* write documents that will withstand internal and external scrutiny
* manage the writing and editing process as a project

Suitable for EL1 – EL2

### 

### [How to Apply for Jobs in the APS: APS Levels](file:///C:/Users/PSC465/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/WWLPYP7G/How%20to%20Apply%20for%20Jobs%20in%20the%20APS%20-%20APS%20Levels)

#### Course overview

This Course focuses on the job application process. Practical exercises help participants write applications and perform well in selection activities and interviews.

#### Participant benefits

On completion of this course, participants will be able to:

* learn how to research current job opportunities and understand selection processes
* develop interview techniques and preparation skills
* understand how to address selection criteria and apply relevant experience and qualifications to a role

Suitable for APS 1 - APS 6

### [Getting that Selection Right - Practitioner](https://apslearn.apsacademy.gov.au/view_facetoface/50)

#### Course overview

This program helps members of selection committees conduct effective selection processes. Examine relevant legislation and principles guiding staff selection and retention. Look at the three-staged recruitment process used in the APS. Create effective selection practices that include building rapport with applicants and managing judgements and evaluations. Understand the roles of the selection panel in talking to referees, reaching a recommendation decision, writing a report and giving feedback.

#### Participant benefits

On completion of this course, participants will be able to:

* understand the recruitment and selection processes used in the APS
* learn to interview and evaluate candidates in relation to selection criteria and carry out the duties required of the selection panel
* achieve quality recruitment outcomes

Suitable APS1- EL2

### 

### [Report Writing in the APS](#_Report_Writing_in)

#### Course overview

This course covers the processes for writing reports that adhere to the Commonwealth writing style. Learn to produce documents that have scope, effective research, are organised and interpret information well. Follow the established structures of good executive summaries, clear findings and easy-to-understand conclusions and recommendations.

#### Participant benefits

On completion of this course, participants will be able to:

* plan and scope reports in line with purpose and reader
* structure and organise content logically
* identify and document relevant information
* draft effective recommendations aligned to findings and purpose
* identify meaningful executive summary content
* revise reports for accuracy and quality

Suitable APS1- EL2

### The Professional Executive Assistant

### Course overview

Executive assistants are an essential part of the APS workforce. As the face of the executive team and the first point of contact for internal and external clients, executive assistants provide a critical support role for senior management and are fundamental to ensuring that the wheels of government run smoothly. Ensuring that the EA/SES partnership is efficient and effective improves overall productivity of the work unit.

This program will provide you with a solid understanding of the APS environment, knowledge of how to maximise your organisational and interpersonal skills as well as helping to hone your technical skills. You will be provided with a suite of additional tools to achieve your full professional potential.

Through an interactive format, you will learn about the business context of the APS as well as develop skills and share high-value work practices required to effectively provide professional executive assistance. A range of approaches will be used, including personal self-awareness tools, presentations from an experienced senior executive assistant, group work activities and presentations.

#### Participant benefits

On completion of this course, participants will be able to:

* tapped into the experiences of an experienced senior executive assistant
* developed a sophisticated and enhanced practical understanding of what it takes to be an effective executive assistant in the APS
* developed insights into your personal thinking and communication style
* gathered some practical tools to help manage the role effectively and to support good decision-making in the APS
* explored career development opportunities to enhance your career in the APS

Suitable for APS3 – APS6

### 

### [Working Effectively at the APS 5 Level](https://apslearn.apsacademy.gov.au/view_facetoface/85)

#### Course overview

This program will assist you to understand the work level standards, capability requirements and behavioural expectations at the APS 5 level. The program focuses on the work level expectations and capability requirements at the APS 5 level detailed in the APS Work Level Standards (WLS) and the APS Integrated Leadership System (ILS). To clarify the step-up in expectations, the program compares the APS 5 work levels and capability requirements to the APS 4 level.

#### Participant benefits

On completion of this course, participants will have:

* a detailed understanding of what it takes to be an APS 5 in the APS, including the required “step-ups” from APS 4
* familiarity with the WLS and how to differentiate work at APS 4 and APS 5 levels
* a strong knowledge of the ILS and its use in career development
* an action plan to address some of the issues raised and to develop greater understanding and capability to undertake the APS 5 role

Suitable for APS4 – APS5

### [Working Effectively at the APS 6 Level](https://apslearn.apsacademy.gov.au/view_facetoface/84)

#### Course overview

This program will assist you to understand the work level standards, capability requirements and behavioural expectations at the APS 6 level. The program focuses on the work level expectations and capability requirements at the APS 6 level detailed in the APS Work Level Standards (WLS) and the APS Integrated Leadership System (ILS). To clarify the step-up in expectations, the program compares the APS 6 work levels and capability requirements to the APS 5 level.

#### Participant benefits

On completion of this course, participants will have:

* a detailed understanding of what it takes to be an APS 6 in the APS, including the required “step-ups” from APS 5
* familiarity with the WLS and how they help differentiate work at APS 5 and APS 6 levels
* a strong knowledge of ILS and its use in career development
* an action plan to address some of the issues raised and to develop greater understanding and capability to undertake the APS 6 role

Suitable for APS5 – APS6

### 

### [Working Effectively at the Executive Level 1](https://apslearn.apsacademy.gov.au/view_facetoface/86)

#### Course overview

Executive level positions bring new and demanding leadership and management challenges. This program describes the broad role requirements of EL 1's through the APS Work Level Standards (WLS) and deepens your understanding of the capabilities and behaviours identified in the APS Integrated Leadership System (ILS) critical to high performance at the EL 1 level. Learn how to confidently and appropriately respond to the challenge of higher expectations and more complex responsibilities.

#### Participant benefits

On completion of this course, participants will have:

* a detailed understanding of what it takes to be an EL 1 in the APS, including the required “step-ups” from APS 6
* familiarity with the WLS and how they help differentiate work expectations at APS 6 and EL 1 levels
* a strong knowledge of the ILS and its use in career development, performance management and understanding behavioural expectations
* an action plan to address some of the issues raised and to develop greater understanding and capability to undertake the EL 1 role

Suitable APS6 – EL1

### [Working Effectively at the Executive Level 2](#_Working_Effectively_at_3)

#### Course overview

Executive level positions bring new and demanding leadership and management challenges. This program describes the broad role requirements of EL 2s through the APS Work Level Standards (WLS) and deepens your understanding of the capabilities and behaviours identified in the APS Integrated Leadership System (ILS) critical to high performance at the EL 2 level. Learn how to confidently and appropriately respond to the challenge.

#### Participant benefits

On completion of this course, participants will be able to:

* understand what it takes to be an EL 2 in the APS, including the required “step-ups” from EL 1
* have better knowledge of the WLS and how they help differentiate work expectations at EL 1 and EL 2 levels
* better understand the ILS and its use in career development, performance management and understanding behavioural expectations
* have an action plan to address some of the issues raised and to develop greater understanding and capability to undertake the EL 2 role

Suitable for EL1 – EL2

# Contact us

**For course booking enquiries contact**:Academy Operations and DeliveryI APS Academy  
**Australian Public Service Commission**  
p. (02) 6202 3933  
e. [apsacademy@apsc.gov.au](mailto:apsacademy@apsc.gov.au)  w. [apsacademy.gov.au](http://www.apsacademy.gov.au/)

**Attachment A**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Course Name | **Suitability** | **Course Timing** | | **Single Capacity** | |
| **Face to Face** | **Face-to-Screen** | **F2F** | **F2S** |
| [Administrative Decision Making](https://apslearn.apsacademy.gov.au/view_facetoface/22) | APS 1 - EL 2 | 10:00am - 12:30pm | 10:00am - 12:30pm | 20 | 20 |
| [Appearing Before Parliamentary Committees](https://apslearn.apsacademy.gov.au/view_facetoface/23) | EL 2 - SES Band 3 | 10:00am - 2:00pm | 10:00am - 2:00pm | 20 | 16 |
| [Briefing and Responding to APS Decision Makers](https://apslearn.apsacademy.gov.au/view_facetoface/25) | APS 5 - EL 2 | 9:00am - 5:00pm | 9:00am - 5:00pm | 20 | 20 |
| [Building and Leading High Performing Teams](https://apslearn.apsacademy.gov.au/view_facetoface/26) | APS 6 - EL 2 | 9:00am - 5:00pm | 10:00am - 4:30pm | 20 | 20 |
| [Building Relationships and Engagement](https://apslearn.apsacademy.gov.au/view_facetoface/27) | APS 1 - EL 2 | 9:00am - 5:00pm | 10:00am - 4:00pm | 20 | 20 |
| [Coaching and Developing Others](https://apslearn.apsacademy.gov.au/view_facetoface/28) | EL 1 - EL 2 | 2 X Sessions - Weekly 9:00am - 5:00pm | 3 X Sessions - Weekly 10:00am - 1:00pm | 20 | 20 |
| [Conflict Resolution for Employees](https://apslearn.apsacademy.gov.au/view_facetoface/29) | APS 3 - APS 6 | N/A | 9:00am - 5:00pm | N/A | 20 |
| [Conflict Resolution for Managers](https://apslearn.apsacademy.gov.au/view_facetoface/30) | EL 1 - EL 2 | N/A | 2X Sessions - Daily 9:00am - 5:00pm | N/A | 20 |
| [Crafting Quality New Policy Proposals](https://apslearn.apsacademy.gov.au/view_facetoface/31) | All Levels | 9:00am - 5:00pm | 2x Session - Daily 9:30am - 4:00pm 9:30am - 12:00pm | 20 | 20 |
| [Dealing with Change](https://apslearn.apsacademy.gov.au/view_facetoface/32) | APS 1 - EL 2 | 9:30am - 3:30pm | 9:30am - 3:30pm | 20 | 20 |
| [Delivering Great Policy Foundations](https://apslearn.apsacademy.gov.au/view_facetoface/202) | APS 3 - APS 6 | 2X Sessions Daily 9:00am - 5:00pm | 2X Sessions Daily 9:00am - 5:00pm | 20 | 20 |
| [Delivering Great Policy Level Up!](https://apslearn.apsacademy.gov.au/view_facetoface/226) | APS 6 - EL 2 | 9:00am - 5:00pm | 9:00am - 5:00pm | 20 | 20 |
|
| [Developing Project Management Expertise](https://apslearn.apsacademy.gov.au/view_facetoface/38) | APS 4 - APS 6 | 2 X Sessions Daily 9:00am - 5:00pm | 4 X Sessions Weekly  9:00am - 12:30pm | 20 | 18 |
| [Editing and Proofreading](https://apslearn.apsacademy.gov.au/view_facetoface/39) | APS 4 - EL 2 | 9:00am - 5:00pm | 2X Sessions Daily 9:30am - 12:30pm | 20 | 18 |
| [Effective Communication](https://apslearn.apsacademy.gov.au/view_facetoface/40) | APS 1 - EL 2 | 2 X Sessions - Daily 9:00am - 5:00pm | 3X Sessions - Daily  9:30am - 12:30pm 9:30am - 12:30pm 9:30am - 13:00pm | 20 | 20 |
| [Engaging Stakeholders](https://apslearn.apsacademy.gov.au/view_facetoface/42) | APS 1 - EL 2 | 2 X Session - Daily;  9:00am - 5:00pm | 2X Sessions - Daily 9:00am - 4:00pm 9:00am - 12:00pm | 20 | 20 |
| [Essential Writing for Executive Levels](https://apslearn.apsacademy.gov.au/view_facetoface/45) | EL 1 - EL 2 | 9:30am - 4:30pm | 2X Sessions - Daily 9:30am - 12:30pm | 20 | 16 |
| [Getting that Selection Right](https://apslearn.apsacademy.gov.au/view_facetoface/50) | APS 1 - EL 2 | 9:00am - 5:00pm | 2 X Sessions - Daily 10:00am - 12:30pm 10:00am - 4:30pm | 20 | 20 |
| [How to Apply for Jobs in the APS - APS Levels](https://apslearn.apsacademy.gov.au/view_facetoface/52) | APS 1 - APS 6 | 9:00am - 5:00pm | 9:00am - 5:00pm | 20 | 20 |
| [Influence, Negotiation and Persuasion for APS Levels](https://apslearn.apsacademy.gov.au/view_facetoface/55) | APS 3 - APS 6 | 9:00am - 5:00pm | 9:30am - 4:30pm | 20 | 18 |
| [Influence, Negotiation and Persuasion for Executive Levels](https://apslearn.apsacademy.gov.au/view_facetoface/56) | EL 1 - EL 2 | 9:00am - 5:00pm | 9:30am - 4:30pm | 20 | 18 |
| [Leading Successful Projects](https://apslearn.apsacademy.gov.au/view_facetoface/58) | EL 1 - EL 2 | 2 X Sessions – Daily  9:00am – 5:00pm | 4 X Sessions – Weekly  9:00am – 12:30pm | 20 | 18 |
| [Management in Action](https://apslearn.apsacademy.gov.au/view_facetoface/59) | APS 5 - EL 1 | 3 X Sessions Daily  9:00am - 5:00pm | 6 X Sessions Weekly  9:00am - 1:00pm | 20 | 20 |
| [Managing Remote and Hybrid Teams](https://apslearn.apsacademy.gov.au/view_facetoface/642) | APS 5 - EL 1 | N/A | 9:00am - 4:00pm | N/A | 20 |
| [Planning and Managing Change](https://apslearn.apsacademy.gov.au/view_facetoface/64) | APS 6 - EL 1 | 2 X Session Daily  9:00am - 4:00pm | 2 X Session Daily  9:00am - 4:00pm | 20 | 20 |
| [Presentation Skills](https://apslearn.apsacademy.gov.au/view_facetoface/65) | APS 3 - EL 2 | 9:30am - 4:30pm | 2 X Sessions – Daily  9:30am - 12:30pm | 20 | 16 |
| [Producing a Quality Cabinet Submission](https://apslearn.apsacademy.gov.au/view_facetoface/174) | APS 5 - SES Band 3 | 9:00am - 5:00pm | N/A | 20 | N/A |
|
| [Providing Effective Secretariat Support](https://apslearn.apsacademy.gov.au/view_facetoface/68) | APS 3 - EL 2 | 9:30am - 4:30pm | 2 X Session - Daily  9:30am - 12:30pm | 20 | 16 |
| [Report Writing in the APS](https://apslearn.apsacademy.gov.au/view_facetoface/69) | APS 5 - EL 1 | 9:00am - 5:00pm | 2 X Session - Daily  9:30am - 12:30pm | 20 | 18 |
| [SES Integrity Masterclass](https://apslearn.apsacademy.gov.au/view_facetoface/602) | SES Band 1 - SES Band 3 | 9:30am - 1:00pm | 9:30am - 1:00pm | 20 | 20 |
| [Strategic Leadership](https://apslearn.apsacademy.gov.au/view_facetoface/74) | EL 1 - EL 2 | 2 X Sessions - Daily 9:30am - 4:30pm | 4 X Sessions - Weekly 9:30am - 12:30pm | 20 | 16 |
| [Strategic Thinking](https://apslearn.apsacademy.gov.au/view_facetoface/75) | APS 4 - APS 6 | 9:30am - 4:30pm | 2 X Sessions - Daily 9:30am - 12:30pm | 20 | 16 |
| [Understanding Government](https://apslearn.apsacademy.gov.au/view_facetoface/78) | APS 3 - EL 2 | 9:00am - 5:00pm | 9:00am - 5:00pm | 20 | 20 |
| Working Effectively at the APS 5 Level | APS 4 - APS 5 | 9:30am - 4:30pm | 2 X Session; Daily  9:30am - 12:30pm | 20 | 16 |
| [Working Effectively at the APS 6 Level](https://apslearn.apsacademy.gov.au/view_facetoface/84) | APS 5 - APS 6 | 9:30am - 4:30pm | 2 X Session; Daily  9:30am - 12:30pm | 20 | 16 |
| [Working Effectively at the EL 1 Level](https://apslearn.apsacademy.gov.au/view_facetoface/86) | APS 6 - EL 1 | 9:30am - 4:30pm | 2 X Session; Daily  9:30am - 12:30pm | 20 | 16 |
|
| [Working Effectively at the EL 2 Level](https://apslearn.apsacademy.gov.au/view_facetoface/87) | EL 1 - EL 2 | 9:30am - 4:30pm | 2 X Session; Daily  9:30am - 12:30pm | 20 | 16 |