Australian Government

AUSTRALIAN PUBLIC SERVICE ACADEMY

Engagement and Partnership learning pathway

Engagement and Partnership learning pathway

Effective engagement and partnership is the craft of connecting to and working with stakeholders to harness collective knowledge, professionalism and expertise. It is how we work, network and collaborate with individuals, communities, academia, business, cultural diversity and all levels of government to achieve the best possible outcomes for Australia. This Learning Pathway is a guide for building skills and knowledge to support you in engagement and partnership roles.

How to use this pathway

- Begin at the centre of the Engagement and Partnership craft pathway and work your way outward to identify learning opportunities that align with your learning goals.
- There are 3 segments of the pathway:
    - *Foundation*. We recommend you start at this segment unless you already have experience working in engagement or partnership roles.
    - *Build on and expand*. This segment helps you to build upon your foundational skills and knowledge.
    - *Complementary skills*. This segment identifies learning that contains engagement and partnership themes.
- The pathway does not need to be completed in a linear direction.

This learning pathway is based on self-assessment of capability and not on APS levels (APS1 – EL2).

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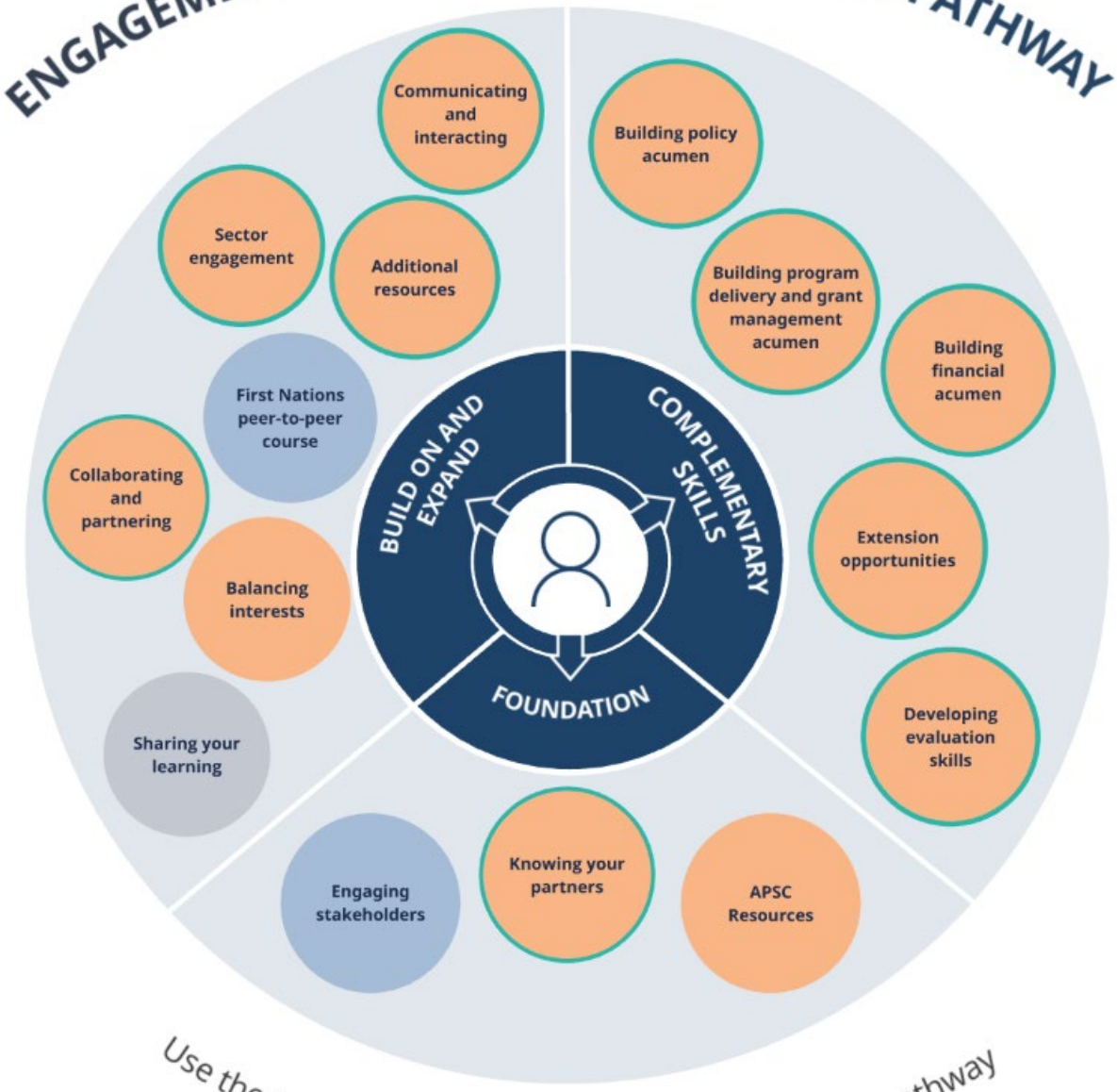
ENGAGEMENT AND PARTNERSHIP CRAFT PATHWAY



Key

- Academy course
- Learning suite
- Includes external resources

Course descriptors

1. First steps — FOUNDATION

Engaging stakeholders

Designed for those new to Engagement and Partnership work

- Spectrum of engagement and partnership
- History of partnership arrangements in Government
- Shared decision making
- Place based arrangements
- Understanding your role in the authorising environment

APSC resources

Resources developed by the APSC to support those who work in Engagement and Partnership

- Charter of partnerships and engagement
- First Nations Partnerships Playbook
- Partnering with Academia papers
- Judgement as a skill

Knowing your partners

Courses and resources to support understanding your partners

- AIATSIS Core Cultural Learning
- Footprints cultural competency resources
- Cultural Capabilities Hub
- MOSAIC digital resource
- JMI Policy Fellows (JMI)
- Introduction to Pacific cultures, histories and geographies eLearning
- Partnering with Academia Papers
- Industry

2. Next steps — BUILD ON AND EXPAND

Engagement and Partnerships First Nations practice peer-to-peer course

Designed for those working in First Nations Engagement and Partnership work

- Engaging with First Nations Communities Workshop for APS 4-6 Levels
- Engaging with First Nations Communities Workshop for EL1 and EL2 levels

Additional resources

Resources to support further development of Engagement and Partnership skills

- Industry Engagement and Market research
- Interested Negotiation (Harvard)
- Engagement and Partnership in First Nations Communities

Sector engagement

Resources to support those who engage with different sectors

- AusIndustry Business engagement tips
- Academic Collaboration opportunities
- Partnerships in the Public Service
- Pacific Engagement: Building long-term relationships through cultural capability

Collaborating and partnering

Partnership practitioners need to be effective in navigating complex relationships using collaboration and negotiation

- Building Relationships and Engagement
- Influence, Negotiation and Persuasion
- Strategic Thinking
- 'OneAPS' Partnership and Engagement network
- First Nations Partnerships Playbook

Balancing interests

Partnership practitioners need to be active and agile leaders to balance interests both within and external to government

- Integrity in the APS
- Briefing and responding to APS Decision makers
- Administrative decision making
- Understanding gender and cultural safety in First Nations policy and program

Communicating and interacting

Partnership practitioners need to be active communicators with diverse audiences

- Management in Action
- Change Management Foundations
- Unconscious Bias
- Introductory guidance for APS leaders and employees: Building speak up culture in the APS

3. Future steps — COMPLEMENTARY SKILLS

Building policy acumen

Using the policy processes of government to support partnerships

- Delivering Great Policy
- Crafting Quality New Policy Proposals
- Producing Quality Cabinet Submissions
- Strategic Policy Network Sandbox

Building program delivery and grant management acumen

Using program delivery and grant management processes to enable partnerships

- Project Management Expertise
- Human Centred Design 101
- Introduction to Grant Management
- Grant Management Toolkits (Agency)

Building financial acumen

Using the financial processes of government to support partnerships

- Procurement and Contract Management basics
- Financial Management for SES
- Procurement Delegations for SES
- Indigenous Procurement Policy
- Contract Management in Practice

Developing Evaluation skills

Using evaluation methods to enable partnerships

- Evaluation Skills for Public servants
- Evaluation Toolkit (ACE)

Extension opportunities

Outside the flow of work opportunities to expand partnership experience

- Jawun secondments and alumni
- Engaging with GARMA
- Roland Wilson Scholarship
- Susan McKinnon Foundation secondment

Key

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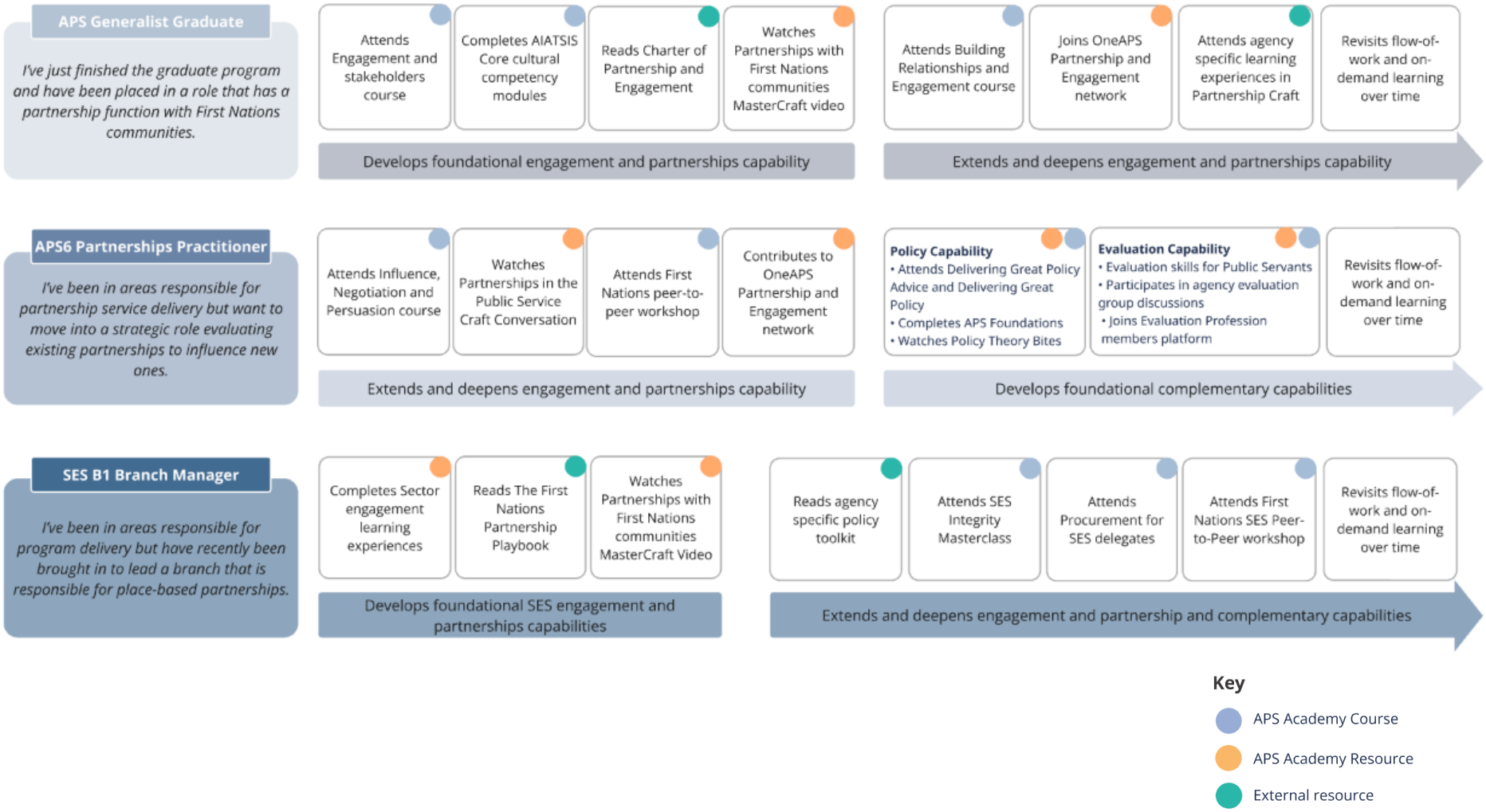
Case studies



Build your own pathway

1. First steps — FOUNDATION

Course title
- *Delivery date:*
- *Delivery type:*
- *Learning outcomes you hope to achieve:*

Course title
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- *Learning outcomes you hope to achieve:*

Course title
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- *Learning outcomes you hope to achieve:*

2. Next steps — BUILD ON AND EXPAND

Course title
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Use this template to build your own learning pathway. Consider your current learning goals and development needs.

Engagement and Partnership Craft Capabilities

Communicating and interacting

We have the ability/skills to:

- Apply guiding principles and standards for good engagement
- Commit to continuous learning about other cultures and adapt engagement approaches to meet their needs
- Identify, plan for and meet stakeholder information needs
- Use excellent presentation skills and plain language to synthesise complex information and engage our audiences
- Tell compelling stories using narrative techniques and factual data
- Respond quickly and accurately to enquiries

Encouraging diverse voices for strong relationships

We have the ability/skills to:

- Nurture internal and external relationships
- Engagement with business, and the Australian community in ways that engender input and trust
- Seek diverse perspectives and ideas to challenge current views and as input to improving our work
- Create opportunities to learn from others and share information and insights with peers
- Apply principles of engaging in culturally inclusive ways, including with First Nations peoples
- Design and implement effective feedback mechanisms for transparency and continuous improvement

Involving stakeholders and balancing interests

We have the ability/skills to:

- Represent the APS in a professional and authentic way
- Identify, plan and coordinate effect engagements, including public deliberation or community engagement
- Build stakeholder empathy and compassion for the user
- Persuasively influence and negotiate with our stakeholders
- Lead breakthrough conversations to frame or solve problems
- Facilitate active listening and questioning
- Handle challenging interactions appropriately
- Manage complexity where there are multiple agencies involved in delivering outcomes

Collaborating and partnering for mutual benefit

We have the ability/skills to:

- Invest in relationships to facilitate future partnerships
- Foster mutually beneficial, inclusive, respectful and lasting relationships
- Explore drivers, expectations, interests and obligations with professionalism and integrity
- Identify and facilitate commitment to shared goals and collective risk
- Co-design agreements, deliverables and solutions
- Apply patience and perseverance in negotiations that are rigorous and focused
- Undertake reflective practice and establish evaluation and review processes
- Promote and advocate partners achievements