



Australian Government



# Senior Executive Programs Prospectus

APS Academy

**“As leaders, we each have a responsibility for the stewardship of the service and for leaving our organisations more robust and fit for purpose than when we arrive in them.**

**Our behaviours and the cultures we create are central to this. They ensure that our people feel empowered and enabled to contribute, that our stakeholders feel heard, and that we are able to serve the Government and deliver meaningful outcomes for the people of Australia.**

**Thank you for your decision to invest in your leadership and your commitment to achieving this together.”**

Dr Gordon de Brouwer  
Australian Public Service Commissioner

### **Acknowledgement of Country**

The APSC acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders both past and present.

# Continuous learning is our future

The world is changing, our workplaces are changing and so are our governments, and community expectations. It is critical that we invest in our future and senior leaders so they can:

- 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 complex relationships are productive.
- Provide frank and fearless advice in order to create integrity and impact in services.

## APS Continuous Learning Model



# Courageous, self-aware, resilient, citizen-centric, and life-long learner.

These personal qualities sit at the centre of effective leadership in the APS. For APS leaders, mobilising and driving change requires a strong capacity for action and an equally strong capacity for understanding and contending with constraints. Self-awareness, courage, resilience, citizen-centricity and life-long learning enable senior leaders to hold steady through the challenges of leadership.



**The APS Academy offers unique leadership opportunities to experience thought leadership and deep connectivity with colleagues who share your context across Australia.**

**Together we will navigate the complexity of the public sector and grow collective capability and stewardship across the whole system.**

# At the heart of leadership

## The APS Leadership Capability Framework (VICEED)

### Visionary

To provide the best policy advice to government, senior leaders need to be able to scan the horizon for emerging trends, identifying opportunities and challenges for the nation.

### Entrepreneurial

In finding new and better ways of achieving outcomes on behalf of government and citizens, senior leaders need to be able to challenge current perspectives, generate new ideas and experiment with different approaches. They also need to be adept at managing risk.

### Influential

To take the government's policy agenda forward, senior leaders need the capacity to persuade others towards an outcome, winning and maintaining the confidence of government and key stakeholders.

### Enabling

Creating an environment that empowers individuals and teams to deliver their best for government and citizens is a core requirement for senior leaders. This includes setting expectations, nurturing talent and building capability.

### Collaborative

In making progress on issues that cut across agencies, sectors and nations, senior leaders need to be able to develop relationships, build trust and find common ground with others. An openness to diverse perspectives is critical.

### Delivers

Senior leaders need to be highly skilled at managing the delivery of complex projects, programs and services. This includes harnessing the opportunity provided by digital technology to improve delivery outcomes for citizens.



In addition to our Leadership Capability framework (VICEED) the APS Academy integrates the following concepts and models for exemplary leadership.

## Integrated Leadership System (ILS)

The Integrated Leadership System was developed by the Australian Public Service Commission to support the building and sustaining of strong APS wide leadership.

The system provides capability descriptions and desired behaviours for Executive Level 1 through to SES Band 3 as well as tools for both agencies and individuals to use in their leadership development across the APS.

We continue to support its use by providing related development opportunities and additional online resources and will continue to work with agencies to support them in using the ILS in their development planning.

More information can be found at [Integrated Leadership System \(ILS\) | Australian Public Service Commission \(apsc.gov.au\)](https://www.apsc.gov.au/leadership-system)

## APS Values

Our values are the foundation of all we do. The principles of good public administration are embodied in the APS Values. The APS Values require that we are:

### Impartial

The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

### Committed to service

The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

### Accountable

The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

### Respectful

The APS respects all people, including their rights and their heritage.

### Ethical

The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

### Stewardship

The APS builds its capability and institutional knowledge and supports the public interest now and into the future, by understanding the long-term impacts of what it does.

The APS Values are set out in section 10 of the [Public Service Act 1999 – external site](#).

Printable versions are available on the [APS Values, Employment Principles and Code of Conduct](#) page.

Further information on the application of the APS Values can be found in Part 2 of the [Australian Public Service Commissioner's Directions 2022 – external site](#).

## DRIVE

The Secretaries' Charter of Leadership Behaviours sets out the behaviours Secretaries expect of themselves and SES, and want to see in leaders at all levels of the APS.

Released in 2022, the Charter focuses on behaviours that support modern systems leadership within the construct of the [APS Values and Code of Conduct](#).

These behaviours build on the [Integrated Leadership System](#) and [APS Leadership Capability Framework](#) as shown on the previous page.

The infographic features the Australian Government crest and the title 'Secretaries' Charter of Leadership Behaviours'. It includes three introductory paragraphs and a central 'DRIVE' acronym breakdown. A callout box at the bottom states: 'We encourage all APS leaders to consider how you can live up to these behaviours, where relevant to your role'. The footer includes 'APSC 2022'.

**Australian Government**

### Secretaries' Charter of Leadership Behaviours

The Charter of Leadership Behaviours sets out the behaviours that we, as Secretaries, expect of ourselves and our SES, and want to see in leaders at all levels of the APS.

The Charter focuses on behaviours that support modern systems leadership within the construct of the APS Values and Code of Conduct.

These behaviours build on the Integrated Leadership System and the APS Leadership Capability Framework.

# DRIVE

- D** **Dynamic**  
be  
Have an inquiring mind and be willing to innovate and change  
Understand the system you operate in  
Practise new ways of deploying yourself in your system to achieve the best outcome  
Embrace risks and actively manage them  
Enjoy your work and have a positive attitude  
Don't walk past problems —be part of the solution
- R** **Respectful**  
be  
Treat people with decency and respect  
Embrace diversity and actively seek out views and perspectives that challenge your own  
Build an inclusive culture that enables people to make their best contribution
- I** **Integrity**  
have  
Be open, honest and accountable  
Take responsibility for what happens around you  
Have courage to call out unacceptable behaviour
- V** **Value**  
others  
Be an active listener  
Value others' contributions, perspectives and wisdom  
Collaborate not compete to succeed as a team  
Understand people and their views and motivations in order to lead, influence and communicate well  
Build relationships
- E** **Empower**  
people  
Trust, empower and grow others  
Interpret and provide context—don't do people's jobs for them  
Build capability and networks  
Expect people to deliver and find positive ways to hold them to account  
Accept people won't always get it right—and support them to bounce back

We encourage all APS leaders to consider how you can live up to these behaviours, where relevant to your role

APSC 2022

# APS Academy capability development to support your SES career path



# Leadership

Leadership is at the heart of how we resolve today's complex problems. Strong and effective leadership is essential for the APS to successfully serve government and the citizens of Australia. These programs are designed to develop exemplary leaders and stewards of the public service system.

Our APS leadership programs strengthen critical leadership skills and build professional networks. They are designed to be delivered over time to allow experimentation with the program concepts in your workplace. Our programs provide a framework to help you understand how you commonly react in situations and show you the importance of self-reflection. This focus is critical to ensure behavioural changes are achieved, and you can thrive and succeed in your role.

Our programs are experiential. They include theories, frameworks and approaches to use in the workplace, but more importantly they help you consider your daily leadership practice. You will have the opportunity to take part in challenging and supportive development experiences, group discussions, personal reflections, use of real public sector challenges and examples, and workplace learning assignments.

## SES Leadership



### SES Band 1

A program for adaptive and impactful leaders



### SES Band 2

A program for adaptive and citizen-centric system leaders

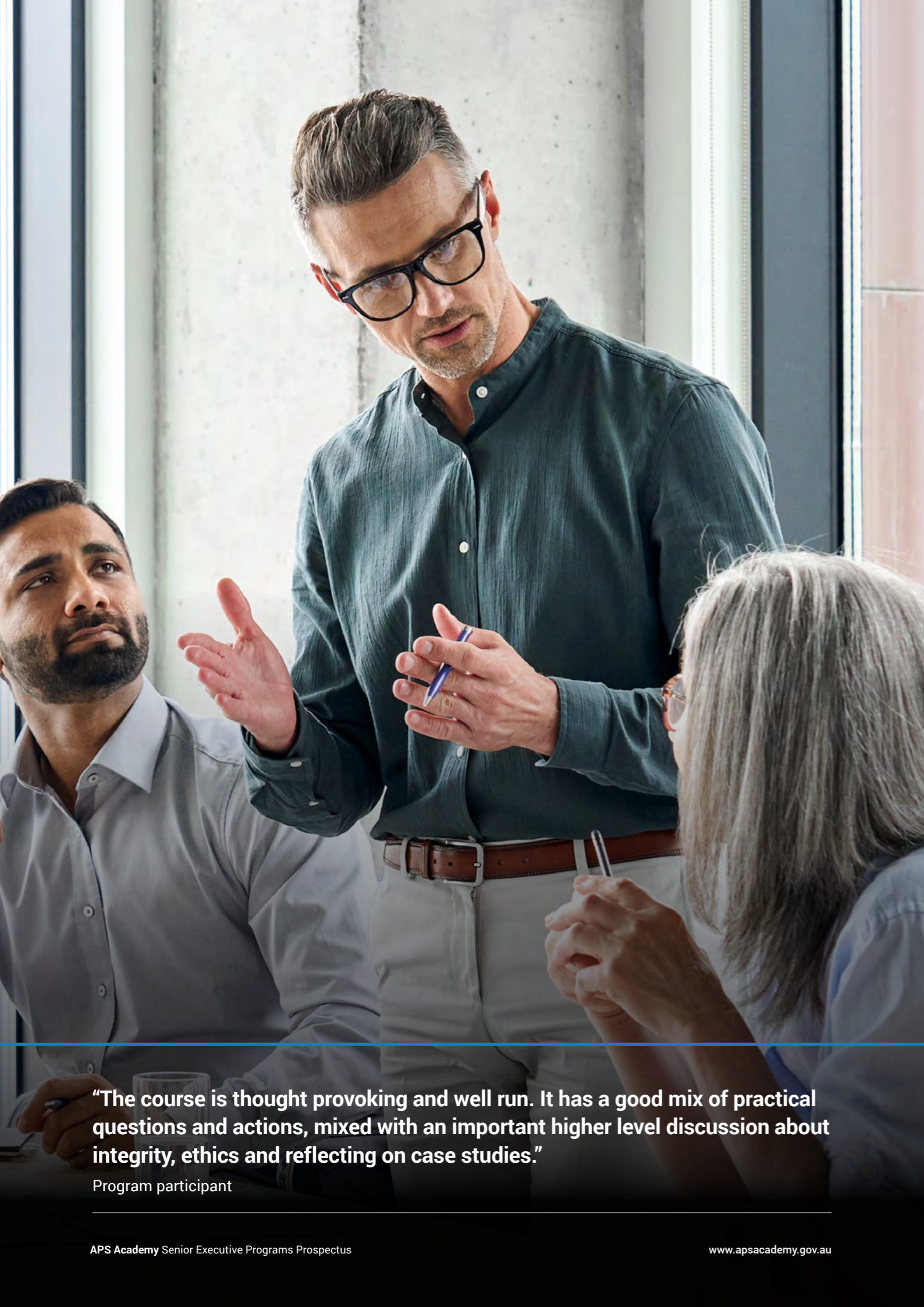


### SES Band 3

Senior Executive Stewardship program

“Leadership is the practice of mobilising people to make progress on difficult challenges and thrive.”

Heifetz and Linsky, 2009



# SES Integrity Masterclass

**The SES Integrity Masterclass is aimed at providing SES leaders with access to current thinking and practical applications towards embedding pro-Integrity cultures across the APS.**

The SES Integrity Masterclass was developed by the APS Academy in partnership with the Australia and New Zealand School of Government (ANZSOG), addresses the importance of integrity in the workplace by examining current, real-world issues through a practitioner-led approach.

## Delivery

### Blended

- 4-hour self-directed learning
- 3-hour face-to-face workshop

### In this program you will develop your ability to:

- 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.

**“The course is thought provoking and well run. It has a good mix of practical questions and actions, mixed with an important higher level discussion about integrity, ethics and reflecting on case studies.”**

Program participant

## Program includes:



Self-directed learning



Face-to-face workshop





# Working with Ministers and their offices

**This offering from the APS Academy aims to increase the capability of SES to build stronger relationships with Ministers and their advisors to enhance stewardship capabilities across the APS.**

Participants have the opportunity to engage with a number of senior members of government and the APS to hear their perspectives and strategies on engaging with ministers and their advisors, as well as ways to incorporate these strategies into their work.

## Delivery

### Face-to-face

- 1-day face-to-face workshop

### In this program you will develop your ability to:

- Be clear on the operating environment and roles and responsibilities including intersections and interdependencies.
- Engage early, regularly and respectfully with the Minister's Office without compromising integrity.
- Understand the lived experience of ministers and their offices and adjust their engagement accordingly.
- View and approach these relationships as a partnership.

## Program includes:



Face-to-face workshop



Guest speakers

**“The way the day was structured including small group work, large discussions, simulation and hypothetical gave us great opportunities to learn in different ways. I liked the mix of practical work with reflections from SES.”**

Program participant



**“This program taught me what is required to be an effective and positive leader that demonstrates integrity and strong values.”**

Program participant

# SES Orientation

## Establishing the essential skills, partnerships and networks required for effective SES leadership.

Enables SES to ‘step up’ to the higher strategic accountabilities of the role, ‘step out’ to take a broader systems view and engage more effectively with a diverse stakeholder group, and ‘step forward’ to develop more capable teams.

### Delivery

#### Face-to-face delivery (3 months)

- Phase 1: preparatory work
- Phase 2: 3-day workshop in Canberra
- Phase 3: application of learning at work
- Phase 4: 2-day workshop in Canberra
- Phase 5: ongoing transfer of learning in the workplace

#### Virtual delivery (4 months)

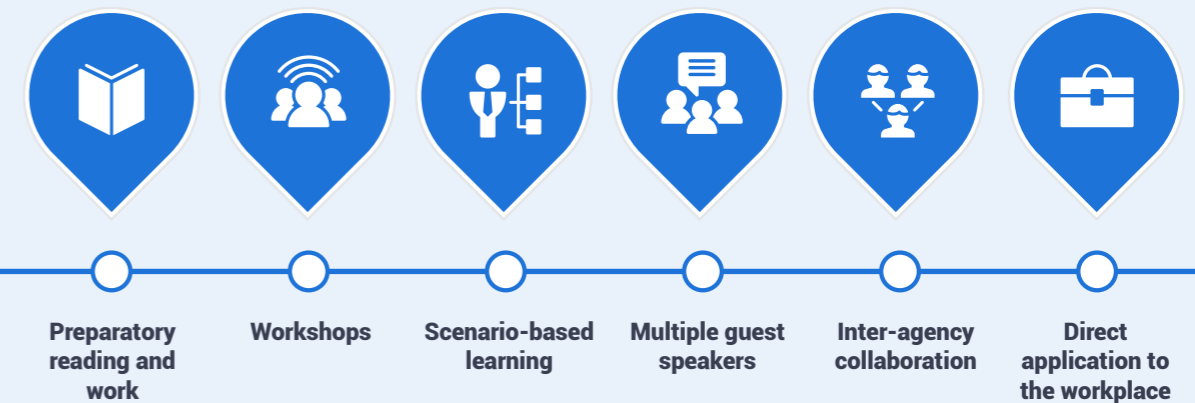
The virtual offering of this program is currently being redesigned. Due to this, at the time of developing the Executive Programs Prospectus

it was unsure what the new structure of the virtual program would be. This will be updated once known, or alternatively you can contact leadership@apsc.gov.au to obtain an update on how things are progressing.

#### In this program you will develop your ability to:

- Embrace the SES role with confidence and integrity.
- Understand fundamental leadership (stewardship) and management (accountabilities) responsibilities expected when working in the APS.
- Confidently ‘step up’ to the higher strategic accountabilities of the role, ‘step out’ to take a broader systems view and engage more effectively with a diverse stakeholder group, and ‘step forward’ to develop more capable teams.
- Leverage practical tips, techniques and strategies to survive and thrive as a senior executive in the APS.

### Program includes:





**“I’m bringing a different perspective to my role and my mindset has shifted from always needing to solve the problem to supporting others to solve the problem.”**

Program participant

# SES Band 1: A program for adaptive and impactful leaders

## Building the leadership capabilities of SES Band 1s through connection and collaboration across the system.

Grow your effectiveness through an adaptive leadership approach. You will reignite your values and refine your leadership identity, which will empower you to lead effectively through complexity. You will establish a supportive network beyond the program.

### Delivery

#### Blended (5 months)

- Program introduction: 0.5-day virtual
- Workshop 1: 4-day residential
- Workshop 2: 2-day non-residential
- 3 individual and group coaching sessions
- 1 group coaching session

#### Virtual delivery (6 months)

- Workshops 1–3: 9 days
- Individual coaching sessions

### In this program you develop deep insights and practical techniques to:

- Explore the range of factors driving change in the APS and how they impact on the work of leadership.
- Practice the skills of exploring issues and problems from different perspectives.
- Analyse, interpret and manage complex challenges.
- Explore the concepts of power and authority, conflict, acting politically and the practice of leadership.
- Reflect on the impact and effectiveness of your leadership behaviours.

### Community

Program participants join the APS Leaders Forum, a community of professionals dedicated to improving the Australian Public Service and the delivery of services to all Australians.

### Program includes:





# SES Band 2: A program for adaptive and citizen centric leaders

**Strengthens the leadership capability of SES Band 2s in working within and across the system and operating with exemplary integrity.**

Also enhances capability in authentically connecting with communities, and fostering innovation and change to make progress on complex initiatives. This program focusses on deep listening to understand Australian citizens and how our systems can better serve our community.

## Delivery

**Blended including immersive community residential**

- Group orientation
- Pre-immersive workshop: 2 days
- Immersive residential: 3 days
- Post immersive workshop: 1 day
- Reconnection: 1 day

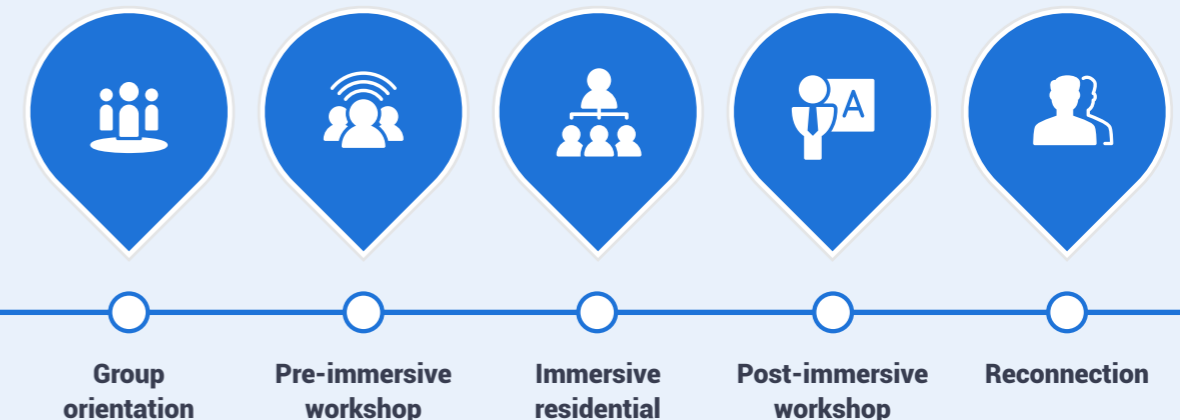
**In this program you have a unique opportunity to:**

- Expand your personal awareness and build valuable insights into leadership behaviour
- Explore strategies and frameworks to recognise, evaluate and respond to complex strategic and political challenges
- Engage with the concept of public value and improve the value that the APS provides to Australians to meet the increased expectations and scrutiny
- Apply leadership concepts to real situations and challenges
- Develop a deeper understanding of the perspective and experiences of citizens

## Community

Program participants join the APS Leaders Forum, a community of professionals dedicated to improving the Australian Public Service and the delivery of services to all Australians.

### Program includes:



**“I will use the ‘softer’ aspects of leadership more. More emphasis on relationships, engagement and consultation, and not just the technical aspects of leadership. More adaptive, less authoritative.”**

Program participant

**Note:** this program is currently being redesigned so the duration may be decreased and the format may change when it is launched in late 2024.

# SES Band 3: Senior Executive Stewardship program

**Enhances the strategic leadership capability of SES Band 3s as stewards of the APS system, in a time of major accelerated change.**

Leaders work together to drive stewardship and initiatives in a complex, challenging and dynamic public service environment, experiencing advances in technology, societal and geopolitical volatility and the changing expectations of our citizens.

## Delivery

### Blended

- Individual coaching
- Workshop 1: 5-day residential
- Post-program social learning offerings

**In this program you explore skills, approaches and techniques to lead:**

- Cultural shift in order to foster a more agile, responsive, collaborative and entrepreneurial workforce.
- Collective leadership and stewardship of the system.
- Knowledge sharing and connectivity.
- Inter-agency mobility/collaboration.
- Formation of post program social learning peer coaching circles.

## Community

Program participants join the APS Leaders Forum, a community of professionals dedicated to improving the Australian Public Service and the delivery of services to all Australians.

## Program includes:



Individual coaching



1 residential workshop



Social learning offerings

**“I got a lot out of this program - I feel completely re-energised about the capacity of the APS leadership group, our collective commitment to stewardship and reforming the world for the benefit of the Australian people.”**

Program participant

## Contact & Connect

APS Academy

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