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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 |

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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 7 crafts 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:

* Integrity
* [Working in Government](#_Craft_-_Working)
* [Leadership and Management](#_Craft_-_Leadership)
* [Strategy, Policy and Evaluation](#_Craft_Overview)
* [Engagement and Partnerships](#_Craft_-_Leadership)
* [Implementation and Services](#_Craft_Overview_1)
* [APS People](#_APS_People)

## Single agency delivery versus mixed agency delivery

|  |  |  |
| --- | --- | --- |
|  | **Single agency** | **Mixed agency** |
| Venue logistics | Host agency | APS Academy |
| Promotion | Host agency with comms 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 | Provided electronically |
| Facilitator travel costs | Additional travel costs will apply to an agency, when a facilitator is required to travel for Single Agency course delivery | Included in course fee |
| Recommended when: | People from the same agency require the same capability uplift | Fewer people from your 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 agencies - courses 2025-2026

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 Staff |
| [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) | [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 IntegrityMasterclass](#_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 fo** |
| [Appearing before Parliamentary Committees](#_Appearing_before_Parliamentary) | [Working in Government](#_Working_In_Government) | EL2 – SES Band 3 |
| [Conflict Resolution](#_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_-) |  |

***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 Learning Experience and Engagement Team (LEE) will liaise with Single Agency contacts to coordinate preferred dates. Once dates have been provided, the LEE Team will liaise with our facilitators to source date availability. Upon confirmation, the LEE Team will provide final date/s to the Single Agency contact and send an Outlook calendar invitation containing relevant course information.

**Please note:**

* The dates single agencies provide are indicative and subject to facilitators availability
* 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 single agency courses is $8,000.00 (GST exclusive).This pricing is subject to review and can change, any changes to price will be communicated.

**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 agency 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

## Participant numbers

Courses are designed for a minimum of 10 participants and a firm maximum of 20 participants for face-to-face. Face-to-screen deliveries have a maximum of 20 for Academy facilitated courses and 16 - 18 for a third party supplier facilitated course. If a minimum of 10 participants isn't reached, the APS Academy will need to either cancel or reschedule your session and you may be charged the full amount of the session. This will be at the discretion of the APS Academy.

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

The APS Academy reserves the right to cancel a course if these numbers are not adhered to. A request for a course to go ahead outside these numbers may be considered at the discretion of the APS Academy.

## Course tailoring

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 facilitator to discuss the options for tailoring.
* A quote for the course tailoring cost will be generated to the agency based on an $85 per hour rate. The extra cost depends on the amount of tailoring required for the course/session.
* The agency needs to endorse the quote and notify the Academy accordingly, allowing enough time for the tailoring process. The Academy will provide a deadline.
* The agency will be charged the quoted amount on top of the single agency fee and will be invoiced at the start of the month.
* 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 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/view_facetoface/59). Our team is responsible for registering participants and ensuring participants receive all training information including joining instructions and learning materials.

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.

Should you wish to discuss tailoring options, please let us know, and one of our team will contact you to discuss your needs further. Tailoring may incur additional costs.

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

### Agency’s role and responsibility

* Agency to nominate a contact person 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).
* We ask that agencies request participants to create an APSLearn account as soon as they have accepted or registered to attend the sessions – APSLearn accounts can be created using this [link](https://apslearn.apsacademy.gov.au/).
* APS Learn accounts need to be up to date and reflect the participant relevant organisation.
* All email correspondence will be sent to participants via APSLearn.
* Upon registration, the Academy will provide single agency (contact person) with a summary of participants who do not have an APSLearn account and have not yet been registered.
* After providing this summary, the Academy will not be checking if these participants register an account in APSLearn.
* The Agency is responsible to **update the Academy when participants have created APSLearn accounts. This will trigger the Academy to enrol the participant.**
* 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.

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. Cameras must be turned on at all times.

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 missed session, 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 o 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 for each individual participant.

## Face to face deliveries

### Academy role and responsibilities

The Academy retains the same role in organising face to face delivery.

### 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 agencies booking to a later date must be made at **least 14 calendar days** before the commencement of the course. Requests made within 14 calendar days will be considered a cancelled course, with the agency 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 days’ notice if it is due to exceptional circumstances and is approved at the discretion of the APS Academy.

### Cancellation

Requests for cancellation of a booking must be made at **least 21 calendar days** before the commencement of activity course delivery. If a cancellation occurs within 21 calendar days of commencement of the course, the agency 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 days’ notice if it is due to exceptional circumstances and is approved at the discretion of the APS Academy. Cancellations occurring with less than 5 working days’ 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 APSLearn profiles created) is required 2 working days’ prior to commencement of the delivery date to enable our facilitators to prepare for the session and to ensure participants receive pre-work (if applicable) and all communications in preparation for the course. Unfortunately, the Academy is not in a position to make changes to participant lists within 48 hours of the session commencing, so we encourage agencies to factor this into their planning and scheduling of single agency sessions.

The APS Academy reserves the right to cancel a course if these numbers are not adhered to. A request for a course to go ahead outside these numbers may be considered at the discretion of the APS Academy.

### Use of Intellectual Property

The agency must not reproduce 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

#### Course overview

The SES Integrity Masterclass Series is a 3-part series designed to support SES staff to strengthen integrity culture within their organisation. The series has been developed in response to the 2020 Report into consultations regarding APS approaches to institutional integrity, led by Mr Stephen Sedgwick AO. The course has approximate 4 hours of pre-work, to be completed prior to the facilitated session for a maximum learning experience.

* Masterclass 1: Championing an integrity culture – video resource (1-hour duration) (pre-course, self-learning)
* Masterclass 2: Strengthening your workplace integrity culture – four self-directed videos and reading resources (approx. 3-hour duration) (pre-course, self-learning)
* Masterclass 3: Enhancing integrity capability, face-to-face or virtual facilitated workshop (3-hour duration)

This content has been provided by the APSC in partnership with the Australia and New Zealand School of Government (ANSZOG).

#### Participant benefits

* Champion a culture of integrity and fulfil their role as stewards of that culture.
* Create environments where integrity discussions are mainstream, and staff engage consistently and positively with integrity.
* Build the integrity capability of their teams and organisations.
* Stay up-to-date with integrity issues, trends and supporting tools and resources
* Practitioner led learning for SES Integrity Masterclass

The APS Academy works on a practitioner-led model of learning to connect capability and craft. We look to integrate state-of-the-art learning design from learning and development professionals with the practical wisdom of contemporary practitioners, in order to deliver applied, relevant and rigorous learning offerings for the APS.

To support this work, we ask that, when scheduling a SES Integrity Masterclass session for your agency, you engage your First Assistant Secretary or equivalent to attend the commencement of the program to:

* welcome the group
* explain why Integrity is important, share insights and advice
* Encourage participants to immerse themselves in the learning

To provide your learners the best possible experience, we highly encourage you to engage your First Assistant Secretary in each session. Although we 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 – 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

### Appearing before Parliamentary Committees

#### 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.

### Providing Effective Secretariat Support

#### 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 situation
* manage follow-up questions and discussions

### Understanding Government – Foundation

#### 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

### Briefing and Responding to APS Decision Makers - Practitioner

#### Course overview

This Course 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

## 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

#### Course overview

This course 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

### Coaching and Developing Others - Foundation

#### 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

### 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

* 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

### Conflict Resolution for Managers

#### 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.

#### 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

### Managing Remote and Hybrid Teams - Foundation

#### 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.

### 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

### Producing Quality Cabinet Submissions

#### 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

### 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)

### 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

### Planning and Managing Change - Practitioner

#### 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

### Management in Action - Practitioner

#### Course overview

This Course 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

## 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

#### 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; solutions are 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, as well as:

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

Ideally each module should have a policy practitioner, however this 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

### Delivering Great Policy - Level Up!

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 delivering great policy advice in the APS.

The course is designed to be run by a policy practitioner from the hosting agency and a facilitator from the APS Academy. 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 practitioner’s 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's 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 questions from the cohort that have arisen throughout the day 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)

## Crafting Quality New Policy Proposals - Practitioner

### Course overview

This Course 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

## Engagement and Partnership - Craft Overview

Effective Engagement and Partnership craft encompasses collective knowledge, professionalism and expertise. It defines how we work, network and collaborate with individuals, communities, businesses and the various levels of government to achieve the best outcomes for Australia.

Engagement and Partnership is built on trust, transparency and open communication with clearly defined 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
* ongoing engagement by maintaining feedback loops to sustain stakeholder relationships

### Building Relationships and Engagement - Foundation

#### 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

### Engaging Stakeholders - Foundation

#### Course overview

This Course 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

### Influence Negotiation and Persuasion APS

#### 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 your actions and to negotiate clearly with managers, colleagues and others
* apply practical negotiation skills when you need to persuade and influence

### Influence, Negotiation and Persuasion – Executive Level

#### 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:

* understand how different behaviours affect workplace relationships
* learn ways to negotiate and influence employees, managers, colleagues and stakeholders
* use influencing tools to enhance the professional standing within the APS

### Presentation Skills

#### 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

## Implementation and Services - Craft Overview

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

To deliver great services we need to identify the service requirement and associated changes.

Delivering great services means:

* following a service design and delivery process
* understanding users and stakeholders needs
* defining desired outcomes, measuring actual impact and iterate 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

#### 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

### Developing Project Management Expertise

#### 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

### Leading Successful Projects

#### 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

### Structuring Work - Foundation

#### Course overview

Essential techniques and tools to get work done effectively and avoid methodologies, jargon and unnecessary templates and forms. The practical activities relate to your work or are based on case studies and exercises. You'll learn how to structure your work to be more effective and efficient.

#### Participant benefits

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

* understand how to break down work into logical components
* identify, plan and manage resources, ambiguity and learn to adapt
* deliver and evaluate results

## 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).

Supporting APS career development and employee health and wellbeing is essential to build a capable, committed and effective workforce.

Fundamental skills and knowledge required in the professional and respectful APS environment include:

* cultural capability
* diversity and inclusion
* personal and social capability (wellbeing)
* work health and safety
* workforce deployment (surge)
* APS career development

### Effective Communication - Foundation

#### 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.

#### 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

### Editing and Proofreading

#### 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.

### Essential Writing for APS 1- 4 levels

#### 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

### Essential Writing for APS 5-6 levels

#### 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

### Essential Writing for Executive Levels

#### 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

### Grammar and Punctuation

#### Course overview

This interactive course provides a foundation for writing clear and meaningful documents. Explore parts of sentences (nouns, verbs, adjectives, pronouns and adverbs) and review standard grammar, punctuation and spelling rules to build skills and confidence in writing. Use active and passive voice, and learn to avoid common grammar and punctuation errors.

Participants should bring two current samples of writing when they attend. These may be emails, briefs, reports, or other writing from the workplace. Writing 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:

* learn or refresh grammar and punctuation requirements
* use sentence structure, language, grammar and punctuation to create meaningful written APS material
* apply writing skills to revise documents and improve writing quality in the workplace

### How to Apply for Jobs in the APS: APS Levels - Foundation

#### 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

### Getting that Selection Right - Practitioner

#### Course overview

This Course 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

### Report Writing in the APS

#### 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

### 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

### Working Effectively at the APS 5 Level

#### 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

### Working Effectively at the APS 6 Level

#### 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

### Working Effectively at the Executive Level 1 level

#### 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

### Working Effectively at the Executive Level 2 level

#### 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

# Contact us

**For course booking enquiries contact**:Learning Experiences and Engagement I APS Academy  
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