



Australian Government



# APS Academy Leadership Programs Prospectus

APS Academy

# APS Academy Guiding Principles

## Practitioner led learning

Our valued community of contributing practitioners lead learners in building critical skills in APS leadership craft.

State of the art learning design draws on the APS Continuous Learning Model connecting participants with the wisdom and experience of people practicing APS leadership craft to understand and meet expectations.

## A networked model

Through a networked model, partnering with APS agencies and external partners, the APS Academy is designed to connect employees with the contemporary public sector knowledge, resources and experience.

## APS Craft

APS Craft is the practical wisdom required to lead in the APS. The APS Academy uses APS Craft to inform the learning approach, all programs focus on the core domains of integrity, working in government, policy, service delivery, partnerships and leadership, and are guided by the APS Values and Code of Conduct.

This serves to develop learners who are established in their APS careers, as well as providing guidance to new starters to define and refine excellence throughout the public service.





**“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 Australian Public Service Commission proudly acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea, waterways, skies and songlines woven throughout. We recognise and value the ongoing leadership, contributions and work of Aboriginal and Torres Strait Islander peoples and communities.

We celebrate the rich cultures of all Aboriginal and Torres Strait Islander Nations and pay our respects to their Elders past and present, for they are the holders of knowledge and wisdom.

# Continuous learning is our future

The world is changing, our workplaces are changing and so are governments, and community expectations. APS leaders experience challenges at a scale beyond other sectors: doing more with less, global uncertainty, changing employment landscapes and digital disruption. 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



# The heart of leadership in the APS

## 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.

### 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.

### 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.

### 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.

### 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.

### 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.



# 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.

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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 was released in 2022 and 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 pages.



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

### be **Dynamic**

- 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

### be **Respectful**

- 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

### have **Integrity**

- Be open, honest and accountable
- Take responsibility for what happens around you
- Have courage to call out unacceptable behaviour

### **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

### **Empower** people

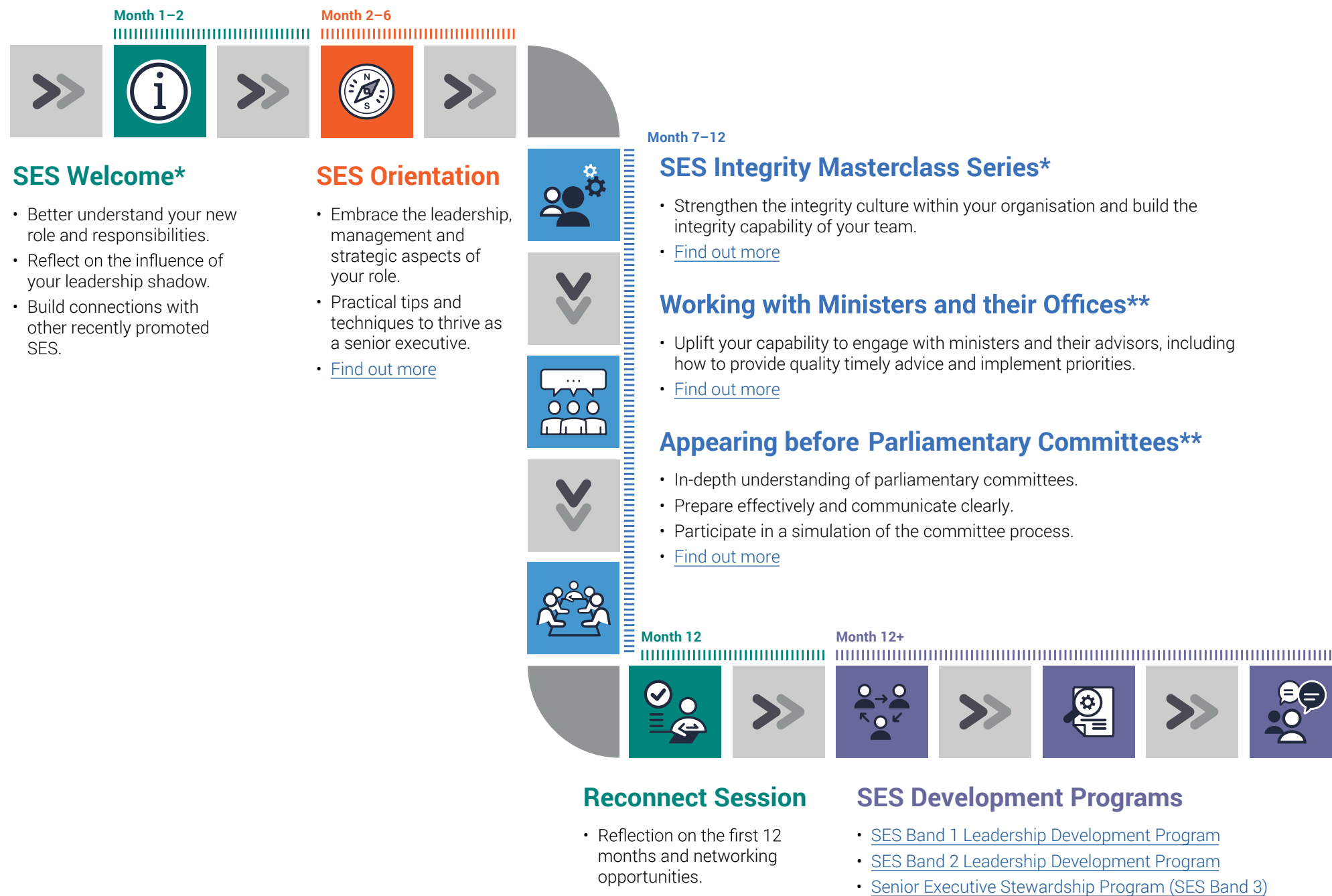
- Trust, empower and grow others
- Interpret and provide context—don't do people's jobs for them
- Build capability and networks
- Expect people to deliver and find positive ways to hold them to account
- Accept people won't always get it right—and support them to bounce back

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

APSC 2022

# SES Learning Path

APS Academy program offerings for recently promoted SES (or those acting in an SES role for 6+ months)



## SES Companion

A just-in-time digital resource where SES can access information on key topics when needed.



Questions: please contact the APSC Talent Management Team at [TalentManagement@apsc.gov.au](mailto:TalentManagement@apsc.gov.au).

\*denotes essential training  
\*\* to be completed at any point from 7 months

# Leadership

**Leadership is at the heart of how we navigate complex problems today and into the future. Strong and effective leadership is essential for the APS to effectively serve government and the Australian public.**

APS Academy programs for SES staff are designed to promote self-reflection on leadership practices and strengthen critical leadership skills to ensure you thrive and succeed in your role.

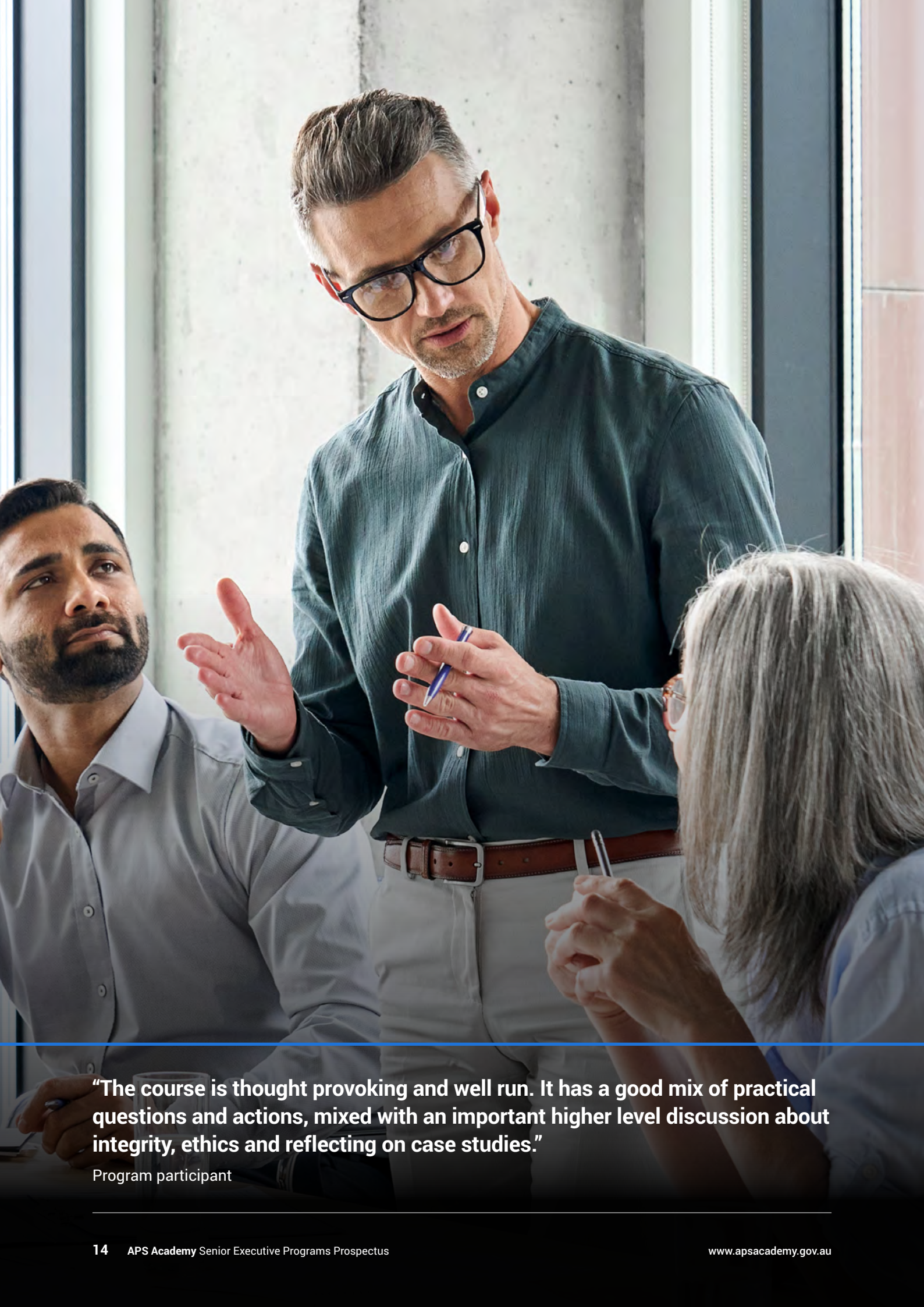
All programs are anchored in theoretical concepts and frameworks and provide you with opportunities to take part in challenging and supportive development experiences and group discussions. Programs reinforce experimentation and encourage you to take learnings back into your workplace.

You will be among colleagues navigating similar challenges and working with APS Practitioners to explore a complex 'one APS' system and have the opportunity to build your future professional networks.

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

Heifetz and Linsky, 2009





**“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

# 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.

Developed by the APS Academy in partnership with key APS integrity agencies and academic partners, this course was recognised in the “Louder than Words: An APS Action plan” as an “excellent integrity product” with the recommendation for “Secretaries to support all SES to undertake”. The content addresses the importance of integrity in the workplace by examining current, real-world issues through a practitioner-led approach and practical peer to peer discussions.

## Delivery

**Blended** (Click [here](#) to learn more about the specific course activities)

- 2.5 hour self-directed learning (available online at a time that suits you)
- 3.5 hour interactive facilitator led workshop

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

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

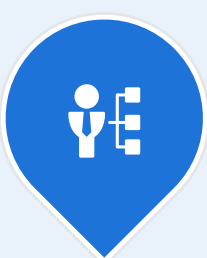
## Program includes:



**Preparatory reading and work**



**Workshops**



**Scenario-based learning**



**Peer-to-peer discussion**



**Direct application to the workplace**





**“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

# 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:



**Preparatory reading and work**



**Scenario-based learning**



**Peer-to-peer discussion**



**Direct application to the workplace**





**“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.

Working at the SES level will be a little different to what you're used to if you're being promoted from an EL2, or if you were working outside of the APS and are newly appointed to an SES position (Band 1 to Band 3). This program supports leadership (stewardship) and management (accountability) dimensions of your APS SES role.

## Delivery

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

- Workshop 1 (2 days)
- Workshop 2 (3 days)

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

- Enables SES members 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.
- Provides practical tips, techniques and strategies to survive and thrive as a senior executive in the APS.
- Complements agency-specific orientation and on-boarding programs.
- Enables networking opportunities and provides a breadth of perspective to support the ability to work across the APS.
- Supports self-awareness and how you can lead with integrity.

## Program includes:



Preparatory reading and work



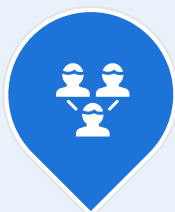
Workshops



Scenario-based learning



Multiple guest speakers



Inter-agency collaboration



Direct application to the workplace





**“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 (6 months)**

- Program introduction: 0.5-day virtual
- Workshop 1: 4-day residential outside Canberra
- Workshop 2: 2-day face-to-face
- 3 individual coaching sessions
- 1 group coaching session
- Project component and presentation

**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.

## Program includes:



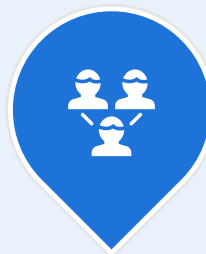
**Program  
introduction**



**2  
workshops**



**Leadership  
frameworks and  
concepts**



**Inter-agency  
collaboration**



**3 individual and  
group coaching  
sessions**





**“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

# SES Band 2: A program for for ethical, citizen centric and adaptive 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 the Australian public and how our systems can better serve our community.

## Delivery

**Blended including immersive community residential**

- Group orientation: 2.5-hour virtual
- Pre-immersive: 2-day face-to-face
- Immersive outside the ACT: 4-day face-to-face
- Reconnect: 2-day face-to-face
- Learning pods: virtual

**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:



**Group orientation**



**Pre-immersive workshop**



**Immersive residential**



**Reconnection**



**Learning pods**





**“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

# SES Band 3: A program for stewards and transformative leaders

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

Through this transformative program, leaders will embody the cultural shift needed to foster a more responsive, collaborative and innovative workforce.

## Delivery

### Blended

- Individual coaching
- Workshops: 8 days, including 5-day residential
- Post-program social learning offerings

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

- Cultural shift to foster a more agile, responsive, collaborative and innovative 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.

## Program includes:







# Dr Margot McCarthy Scholarship

Rewards a high-performing substantive SES Band 2 who has made a significant contribution to the service and who displays the leadership behaviours demonstrated by Dr McCarthy. Nominations are sought each year from Secretaries and Agency Heads.

**The Scholarship financially supports one recipient each year to complete:**

1. An intensive program relevant to public policy or leadership at the John F. Kennedy School of Government at Harvard University (Harvard Kennedy School), the Blavatnik School of Government at the University of Oxford and similar programs.
2. An international immersion with the UK or US civil service to embed the learning following the program.

## Opportunity

- Intensive leadership program
- Immersive professional development experience

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

- Explore new and different ideas, theories and practices for public policy or leadership
- Expand your understanding of public policy or leadership
- Deepen your understanding of the work of the public service
- Engage in daily discussion, debate and problem-solving with fellow public servants from across the world.

## Post Scholarships

Recipients share their expertise and what they have learned through relevant Academy programs or events, to enable and empower others.



**Jawun Burnie Beans painted by Kuku Yalanji Artist, Ivy Minniecon. The Artwork represents a meeting place, and is also representative of the Jawun Logo and has affectionately referred to as the Burnie Bean symbol.**

*Image: Jawun Organisation*



# Jawun APS Secondment Program

**Jawun APS secondments are designed to empower positive change through immersion in Indigenous communities in 12 regions across the country.**

The Jawun APS Secondment Program is a strategic partnership between Jawun and the APS. Jawun means 'friend' or 'family' in the Kuku Yalanji language of Cape York.

The immersive secondment programs place high-performing and highly skilled APS secondees in Indigenous communities in 12 regions across the country. Secondees are matched with Indigenous-led organisations and work together to deliver a project. Executive Visits provide shorter immersive experiences with Indigenous communities and are arranged by way of invitation of Jawun.

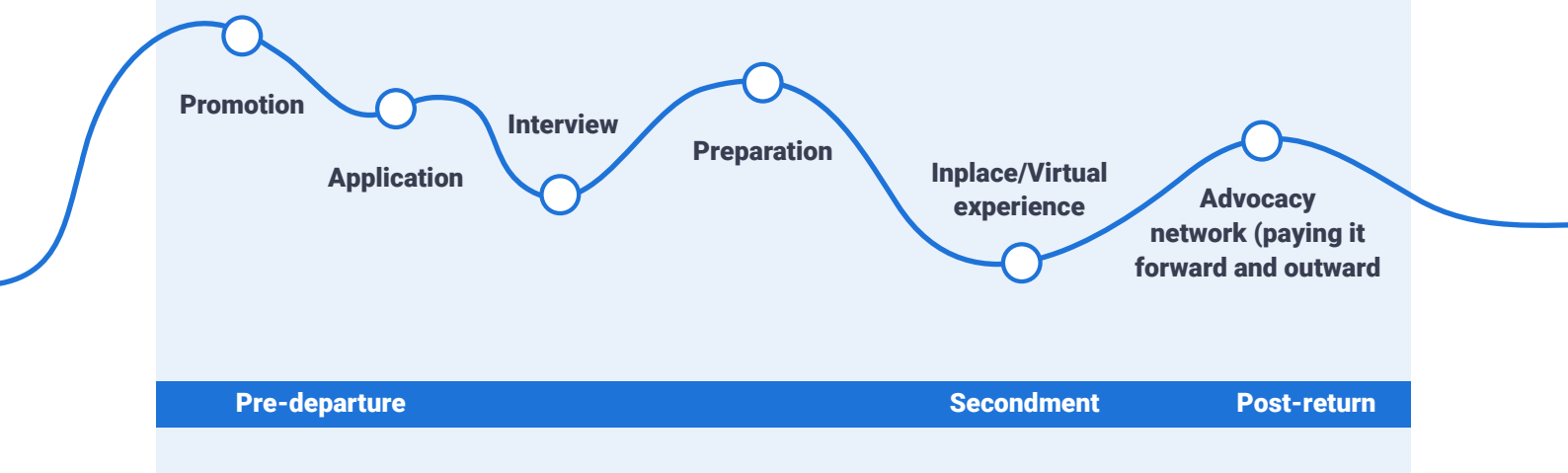
**In this program you will develop your ability to:**

- Increase awareness of the cultural diversity of Indigenous Australia
- Develop new professional and personal skills, confidence and resilience
- Listen deeply to community needs
- Work with an Indigenous-led organisation to achieve its outcomes
- Contribute to practical reconciliation and contribute to the development of wider APS leadership capability.

## Opportunities

- 4 placements per year
- 6-week secondment (high-performing, high-potential APS 6 and above)
- 12-week Empowered Communities (SES Band 1 and high-performing EL2)
- 2-4-day Executive Visits (SES Band 3)

## Secondment program includes:



**Image:** Jawun APS secondment cycle. Each round follows a similar pathway.



**"I applied for a Sir Roland Wilson Pat Turner scholarship because I realised when I was in the public service that people listen to evidence."**

Sir Roland Wilson Pat Turner scholarship alumna

*Image: Sir Roland Wilson Foundation*



# Sir Roland Wilson Scholarship Programs: Drive evidence-based public policy

## Build connections between academia and the APS and drive evidence-based public policy.

The [Sir Roland Wilson Pat Turner scholarship](#) is a three-year, full-pay scholarship for doctoral level research at the Australian National University for high performing EL1 and EL2 officers who wish to make a future contribution to APS leadership excellence.

Scholars make, and then bring back to the APS important connections with academia as well as knowledge and expertise valuable to the APS. .

## Delivery

Full-time postgraduate study at ANU or CDU, including Graduate Certificates, Masters degrees, or a PhD.

### In this program you will:

- undertake postgraduate level studies and/or research
- analyse, interpret and think critically about public policy issues and public administration
- network and make lasting connections with other scholars across the APS and with academia

## Community

Program participants join a community of Sir Roland Wilson Foundation scholars and alumni who support each other in their studies and APS careers and connect through regular Foundation events.

### Program includes:

- cohort orientation
- a formal university study or research program
- a senior APS mentor (and academic mentor for research degrees)
- access to professional development and networking opportunities
- support on return to service and knowledge mobilisation
- access to professional development funds, and for PhDs travel and data access funds



## Contact & Connect

APS Academy

[www.apsacademy.gov.au](http://www.apsacademy.gov.au)

**Phone:** 02 6202 3933

**Email:** [leadership@apsc.gov.au](mailto:leadership@apsc.gov.au)

**APSLearn:** [apslearn.apsacademy.gov.au/user\\_login](http://apslearn.apsacademy.gov.au/user_login)



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