

AIPM Leadership Development Guide 2024-25



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The AIPM Leadership Development Guide includes the 2024-25 calendar, prices, rank / level participant guide, short descriptions and participant journey maps. In creating this guide we have sought to make the AIPM development strategies more transparent as we actively encourage partnership, alignment and collaboration with each of the ANZ Police organisations.

The participant journey maps indicate the importance of visiting fellows, mentors and AIPM alumni in our executive leadership strategies.

Along with jurisdictional subject matter experts, they provide unique value in contextualising the complexity of policing and public safety across multiple jurisdictions.

Our visiting fellows and mentors provide tacit professional knowledge, experience and perspective to complement research, theories and development approaches. Importantly, our visiting fellows provide the close learning support essential for keeping the AIPM a trusted learning environment

Did you Know?

The AIPM is available to Police jurisdictions and Public Safety agencies for their next conference or learning activity.

Experience an environment that will inspire, connect, engage and re-energise your team.

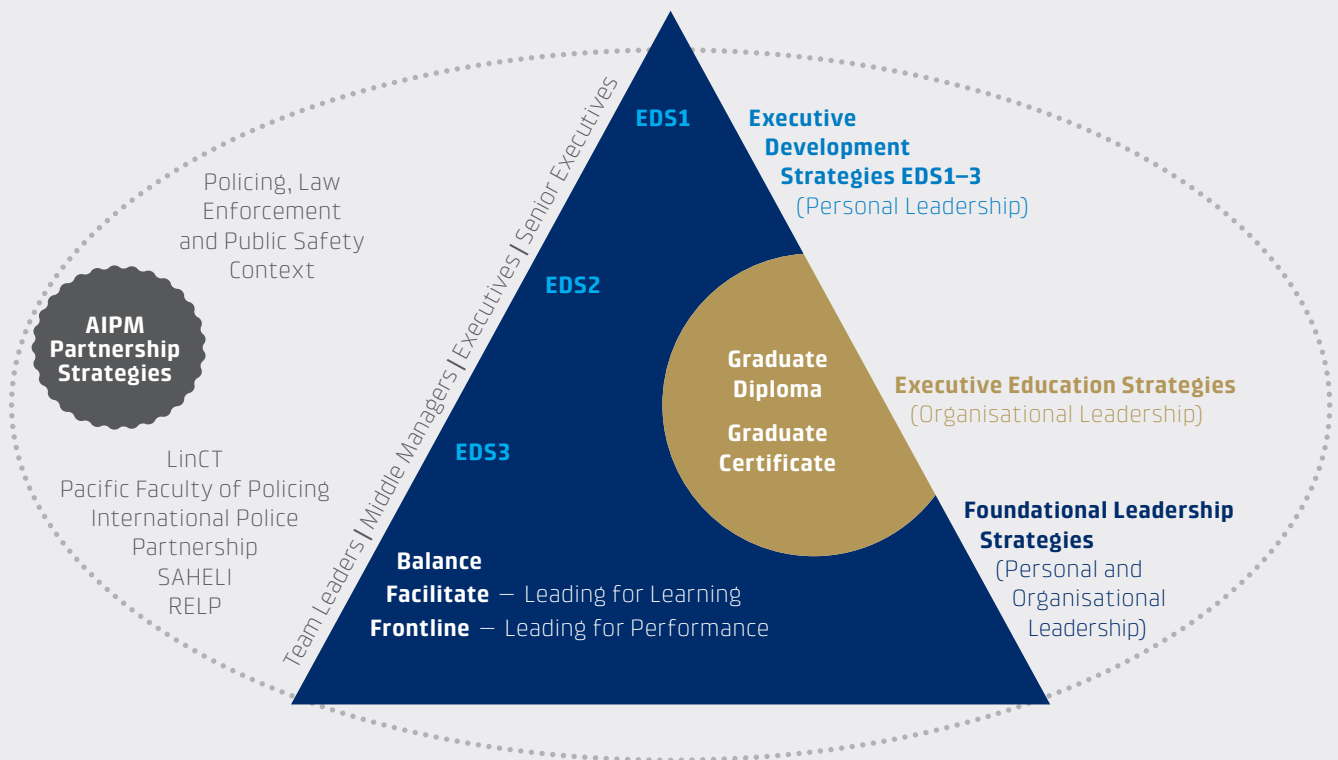
Located on North Head, Manly, surrounded by the Sydney Harbour National Park, with executive training facilities for all professional development needs.

For more information please visit aipm.gov.au/venue

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AIPM Executive Leadership Suite



AIPM Calendar

2024-25

2024
Semester 1

July

EDS2

Residential 1:
29 July - 2 Aug 24

September

Graduate Certificate nominations due for 2025

EDS3 - 1

Residential:
16-20 September 2024

November

EDS2

Residential 2
11-15 November 2024

Balance 1

Residential:
4-8 November 2024

Balance 2

Online Intensive:
25-29 November 2024

December

Graduate Diploma nominations due for 2025

**Jurisdictional nominations for 2024-25
Semester 2 due**

Jurisdictional reservations for 2025-26 due

EDS3 - 2

Residential:
2-6 December 2024

2025
Semester 2

February

EDS3 - 3

Residential
17-21 February 2025

Facilitate

Residential
4-5 February 2025

March

Frontline

Residential
3-7 March 2025

Balance 3

Residential
24-28 March 2025

April

EDS3 - 4

Residential
7-11 April 2025

May

**Jurisdictional nominations for 2025-26
Semester 1 due**

	MoA	AP56 Team Leader Sergeant Snr Sergeant	Executive Level 1 Inspector	Executive Level 2 Superintendent	SES Band 1 Commander Chief Superintendent	SES Band 2 Assistant Commissioner	SES Band 3 Deputy Commissioner
Executive Development Strategies (EDS)							
EDS1	Y						
EDS2	Y						
EDS3	Y						
Executive Education Strategies (EES)							
Graduate Diploma	Y						
Graduate Certificate	Y						
Foundational Leadership Strategies (FLS)							
Balance	Y						
Frontline: Leading for Performance	Y						
Facilitate: Leading for Learning	Y						
Partnership Strategies (PS)							
LinCT: Leadership in Counter Terrorism	N						
AFAC Strategic Command Program	N						

Executive Development Strategy 1

AIPM EDS1 strengthens the leadership capability of senior executives in policing and public safety for ensuring all-of-organisation performance. EDS1 also builds the leadership capacity for future ready organisations, ensuring ongoing performance, confidence and trust for tomorrow.

AIPM EDS1 is overtly preparatory in supporting the readiness of senior executive officers to succeed in the challenges of the principal leadership role as Commissioner or Chief Executive Officers.

Through peer-based learning, facilitated discussions, coaching and organisational support, participants explore different approaches for success and leadership through the complexity of multiple internal, cross-agency and cross-boundary perspectives.

Learning Outcomes

Your individual leadership:
Lead across all law enforcement/public safety sectors to deliver better outcomes and safer communities.

Your organizational leadership:
Build and strengthen organisational capabilities for continuity and renewal.

Who should attend

Senior executive officers with the capability and desire to take up Commissioner or CEO roles.

Availability determined by Commissioners

Duration

12 months

Residential

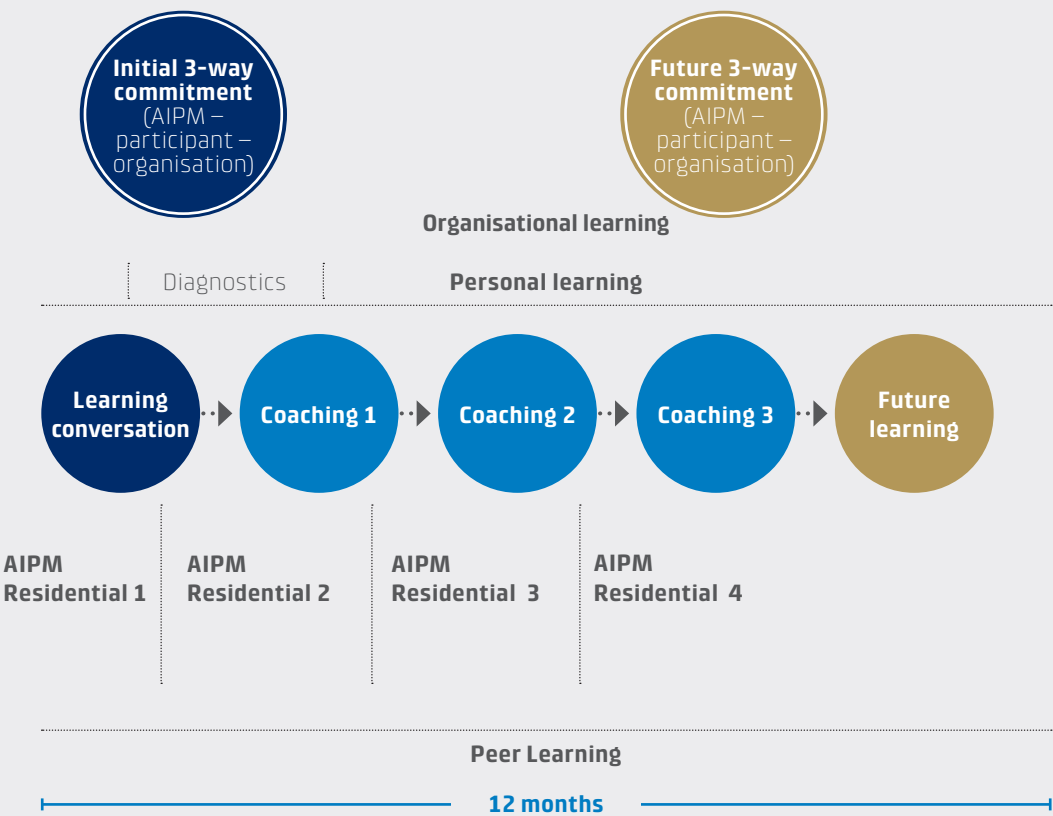
4 residential

Price

ANZ Police \$18,900

Multi-Agency \$20,790

Participant journey map



Executive Development Strategy 2

AIPM EDS2 enhances the capabilities of participants to work more effectively with their senior executive team. EDS2 will sharpen their ability to make better decisions for organisational alignment and strategy and support their role in technological, cultural and operational renewal.

The EDS2 offers a broader range of development strategies including organisational engagement and personal coaching to complement peer-based learning and AIPM facilitation.

EDS2 prepares executives for the challenges of leading across the organisation and across agencies. Participants explore the changing leadership expectations, especially for police knowledge, wellness, diversity, collaboration, accountability, technical expertise and political nous, from the business area to the organisational level.

Learning Outcomes

- Examine and interpret the technical, social and political context of policing and public safety challenges which demand solutions beyond conventional approaches.
- Plan, experiment and implement strategies to initiate new organisational practices for effective change.
- Build a culture that facilitates the leadership of others, connects people to a shared purpose, leverages difference and constructively engages with conflict arising from change.
- Exercise a broad, flexible individual leadership repertoire to deliver portfolio outcomes and foster enterprise partnerships that align and strengthen strategic results.

Duration

6 months

Residential

2 residentials

Price

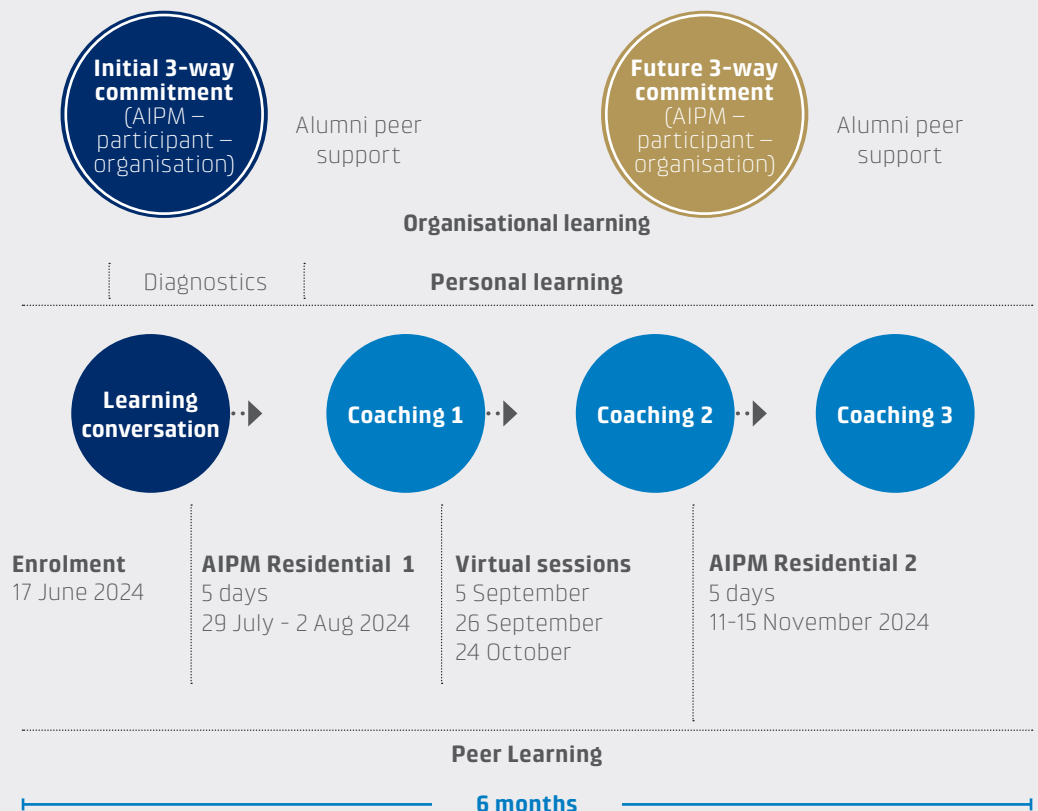
ANZ Police \$16,900

Multi-Agency \$18,590

Who should attend

Executive level officers with the capability and desire to take up senior executive roles.

Participant journey map



Executive Development Strategy 3

EDS3 incorporates a range of engaging and effective research-supported development approaches for middle level managers in police organisations.

EDS3 examines the leadership transition from middle management to more senior roles with a focus on individual impact and growth. The program encourages participants to leverage their own unique leadership style to build thriving, high performance teams.

For many participants, EDS3 will be their introduction to a diversity of leadership development approaches including personal learning through coaching, organisational learning through manager-participant commitments and peer based learning through residential workshops and digital engagement.

EDS3 draws upon peer and organisational perspectives of contemporary policing tensions including policy, operations, executive and team to help participants' identify and take responsibility for their own leadership and learning journey.

Learning Outcomes

- Assess the tensions of stakeholders within a workplace challenge (both personal and organisational within role).
- Practise leadership techniques to deliver better results for current and future priorities.
- Observe behaviour patterns and preferences when managing a range of competing stakeholder perspectives.
- Expand their professional peer network in the public safety community through information exchange and giving and receiving support to achieve better results.

Who should attend

Middle managers seeking to fully realise their potential and/or achieve better performance.

Duration

3 months

Residential

5 days at the AIPM

Price

ANZ Police \$7,050

Multi-Agency \$7,755

Participant journey map

Key dates

EDS3 - 1

Enrolment week: 1 August 2024

Residential: 16-20 Sep 2024

EDS3 - 2

Enrolment week: 1 Nov 2024

Residential: 2-6 Dec 2024

EDS3 - 3

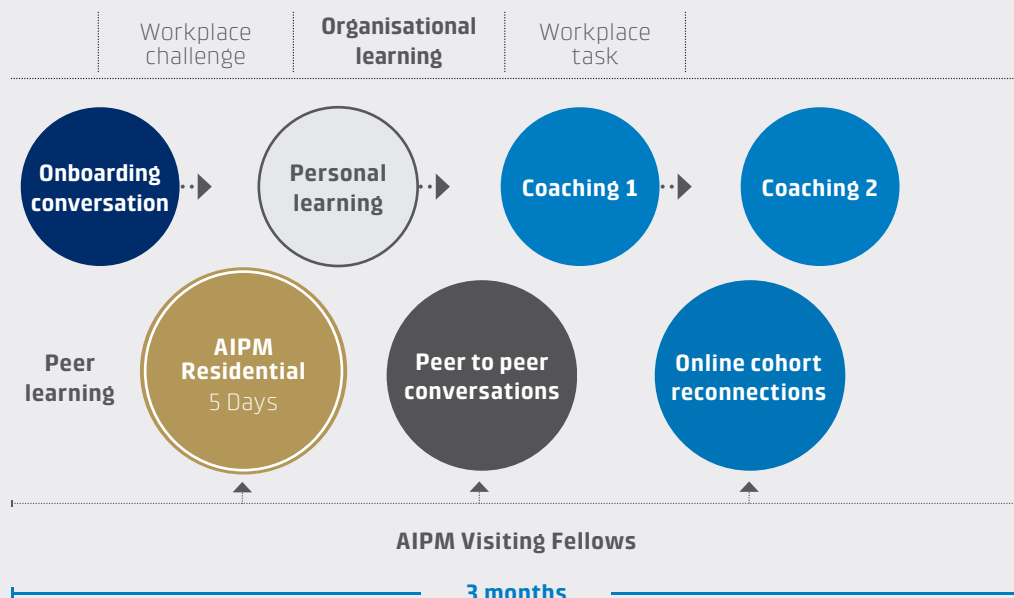
Enrolment week: 13 Jan 2025

Residential: 17-21 Feb 2025

EDS3 - 4

Enrolment week: 1 Mar 2025

Residential: 7-11 Apr 2025





Graduate Diploma of Executive Leadership

(Policing and Emergency Services)

The AIPM Graduate Diploma is a personal and organisational commitment to education and leadership development. The length and depth of study required for success demonstrates commitment, resilience and intellectual agility.

Leadership development through academic study builds a leader's maturing capability for high levels of critical thought and enables them to be a more discerning user of research. The AIPM Graduate Diploma focusses on the role of executives in organisational leadership.

Recent design changes to the residential session shift the focus from individual completion to group based collective achievement. The residential session actively nurtures a diversity of leadership thinking and innovation in practice for achieving better organisational outcomes.

Duration

11 months

Residential

2 weeks at the AIPM

Price

ANZ Police \$13,000

Multi-Agency \$14,300

Learning Outcomes

- Analyse behaviours and skills required for strategic judgment and decision-making
- Apply high-level executive communication, critical analysis and policy advocacy skills
- Recognise the importance of flexibility and creativity in problem-solving
- Understand the need for political acumen in professional settings
- Predict and analyse future public safety issues
- Evaluate your personal management style and plan a self-improvement strategy
- Critically examine the value and importance of professional connections

Who should attend

To be eligible participants must have completed the AIPM Graduate Certificate or equivalent.

Participant journey map

Delivery dates

Enrolment: 28 Jan 2025

Higher Education Enabling Program (HEEP)
17 Feb - 14 Mar 2025

Admission / CENSUS:
31 March 2025

Residential:
30 Nov - 12 Dec 2025



Graduate Certificate in Applied Management (Policing and Emergency Services)

The AIPM Graduate Certificate has been a watershed moment in the professional and personal lives of many public safety leaders for almost two decades. In a refreshed and realigned delivery, the AIPM Graduate Certificate continues to be a highly impactful development opportunity.

The Graduate Certificate is a six month personal and organisational commitment to education and leadership development. Distance education builds deep personal resilience. During this long journey participants are supported by the AIPM visiting fellows.

Organisational leadership is the key focus of the education with codified knowledge and personal experience underpinning the practice of academic research, argument and writing skills - all being highly regarded skills for effective leadership.

Duration

12 months

Residential

2 weeks at the AIPM

Price

ANZ Police \$11,150

Multi-Agency \$12,265

Learning Outcomes

- Develop your abilities to manage performance and results
- Develop your capability to analyse and plan for complex management problems
- Build knowledge in corporate planning, resource management and public accountability
- Assess effective processes and performance outcomes
- Formulate corporate improvement strategies
- Analyse trends influencing public safety organisations
- Critically examine your personal leadership behaviours and skills required to mobilise others

Who should attend

Open to those who aspire to build their professional knowledge and leadership through academic study.

Participant journey map

Delivery dates

GC-1

Enrolment week: 16 Sep 2024

HEEP (Distance):

7 October - 1 November 2024

GC1 Enrolment week:

28 January 2025

GC1 Admission / CENSUS:

17 February 2025

Residential:

12-24 October 2025

GC-2

Enrolment week:

16 September 2024

HEEP (Distance):

11 Nov - 6 Dec 2024

GC2 Enrolment week:

17 February 2025

GC2 Admission / CENSUS:

17 March 2025

Residential:

9-21 November 2025



Balance

AIPM Balance enhances the skills and knowledge of women in public safety, building their influence and responsibility to support better organisational performance.

AIPM Balance has been a foundational development and professional networking opportunity since its inception in 2015.

Drawing upon the key successful elements of Balance – effective development, professional networking and real time workplace application, AIPM Balance is now offered in two formats, as a one week residential or the flexibility with the an online delivery option.

AIPM Balance builds a layered learning approach, moving from self-paced learning into the one week residential or hosted online intensive where learning occurs in the large networked cohort, within small syndicate cohorts and with the program delivery team.

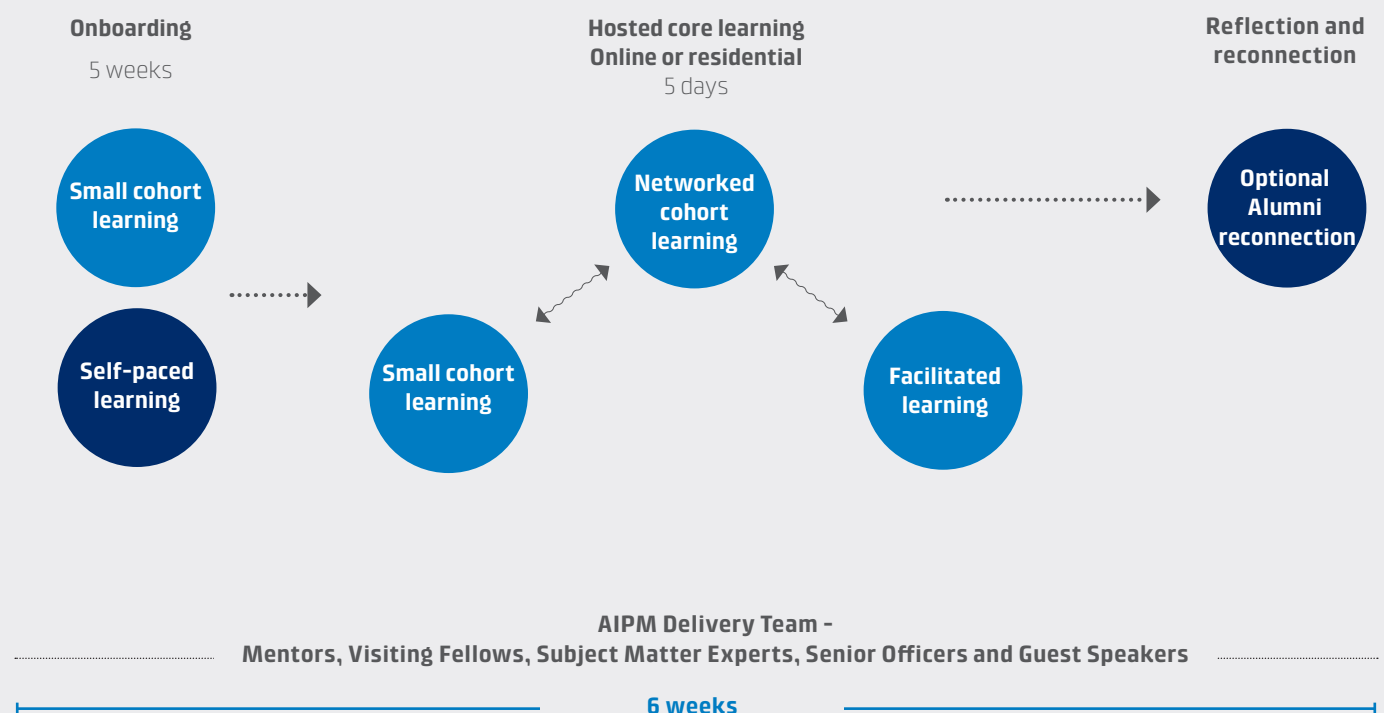
Learning Outcomes

- Deploy their leadership strengths to drive organisational performance.
- Navigate specific challenges for women in police and public safety leadership roles.
- Influence decision-makers in their organisation to shape solutions to improve gender diversity outcomes.
- Balance personal and work commitments to develop their full leadership potential.

Who should attend

Women in leadership roles seeking to develop their own leadership approach.

Participant journey map



Duration

6 weeks

Residential

5 days at the AIPM

Price

Residential

ANZ Police \$4,750

Multi-Agency \$5,225

Online

ANZ Police \$3,000

Multi-Agency \$3,300

Delivery dates

Balance 1

Enrolment: October 2024

Residential: 4-8 November 2024

Balance 2 Online

Enrolment: October 2024

Online intensive: 25-29 November 2024

Balance 3

Enrolment: February 2025

Residential: 24-28 March 2025

Program Design

The program is designed in three parts:

Self-paced learning – individual participants are introduced to a number of key Balance concepts with a specific focus on real time workplace application and reflective learning.

Residential or hosted online intensive – individuals and syndicate come together for a week (five consecutive days) of collective learning. Moving between different layers of personal, professional, syndicate and cohort learning, participants are introduced to, and experiment with, many of the core learning concepts within the Balance program.

Reflection and reconnection – participants have the opportunity to reconnect and share their learning experience within the large networked cohort and the small syndicate cohorts.

Program Delivery Team

AIPM Balance is managed by the AIPM delivery team, supported by a professional cohort of mentors, many of whom are graduates of previous Balance programs. The program is also supported by subject matter experts in gender, diversity and leadership; and notable female public leaders.

Learning Environment

AIPM Balance Online is designed as an immersive learning experience. Participants will need time and space away from their normal working environment during the one week hosted online intensive and the one day cohort reconnection. To be successful participants will need to be fully committed and present in support of individual and collective learning.

Technology Requirements

Participants will need to access the Intensive and Reconnection sessions with camera and microphone capabilities using the platforms Zoom and Teams.

Frontline: Leading for Performance

Frontline: Leading for Performance is a foundational development opportunity for building effective leadership practices and personal growth for team leaders and operational supervisors.

Better organisational performance is supported by frontline leaders capable of deploying a range of effective leadership approaches to meet the challenges posed by an increasingly complex operational environment and an increasingly diverse community and workforce.

Frontline: Leading for Performance explores leadership from the perspective of complexity and diversity, with a focus on encouraging individual capability and desire for continual growth and learning.

The program will build skills for better assessing and responding to complex operational, procedural and cultural change issues.

Learning Outcomes

- Skilfully assess the broader context, including perspectives, priorities and interests to make effective judgements and progress complex operational, procedural and cultural change issues.
- Effectively influence others to manage competing demands, mobilise change and strengthen workplace practices.
- Exercise self-awareness and resilience when managing the tensions and demands of the leadership role.

Who should attend

Team leaders or leaders in supervisory roles interested in learning more about leadership.

Residential

5 days at the AIPM

Price

ANZ Police \$3,740

Multi-Agency \$4,100

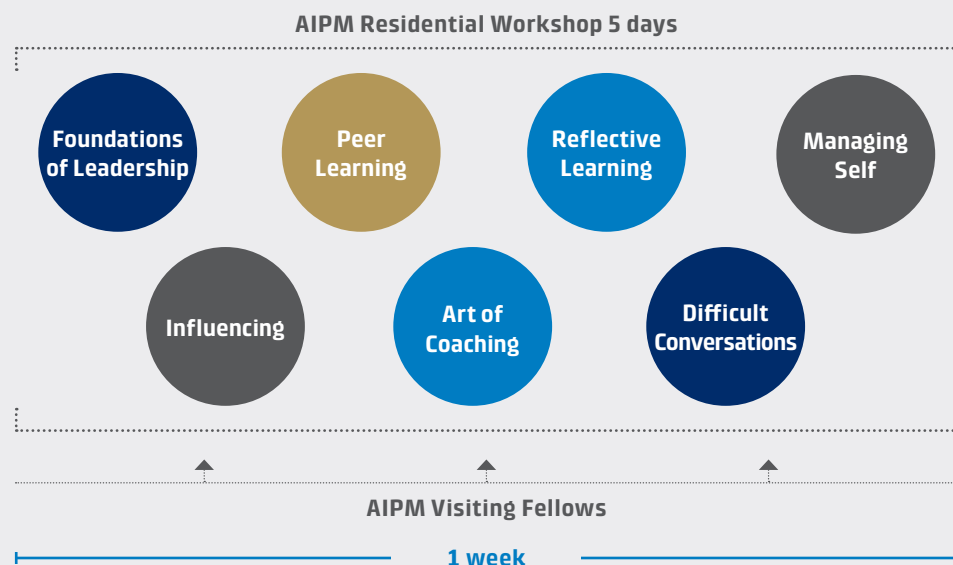
Participant journey map

Delivery dates

Frontline

Enrolment: 1 Feb 2024

Residential: 3-7 Mar 2025



Facilitate: Leading for Learning

Facilitate: Leading for Learning is a foundational development opportunity for enhancing skills for individual and organisational learning and building collective responses to current and emerging challenges.

Effective learning organisations are quicker in assessing challenges, creating opportunities and overcoming setbacks. Central to the growth of learning organisations is the role of leaders in facilitating and creating meaningful conversations which encourage collective engagement, listening and learning.

Facilitate: Leading for Learning is designed for leaders who inspire others to learn their way through unknown and unusual complex environments, for those keen to inspire a new cadre of recruits to rethink their expectations of policing and for executives keen to encourage the re-imagination of policing to find new ways to create better public safety.

Residential
2 days at the AIPM

Price
ANZ Police \$1,630
Multi-Agency \$1,790

Learning Outcomes

- Examine their own facilitation approach and practices and those of their colleagues
- Engage with a group and draw out productive and valuable conversations that will promote learning and strengthen organisational outcomes
- Utilise a greater range of skills, techniques and tools to inspire learners and facilitate learning
- Recognise the difference between the process and content elements of conversations and how to move across both, to enable the group to achieve optimal outcomes
- Identify individual patterns, preferences and defaults that arise as a facilitator and develop strategies to manage yourself productively

Who should attend

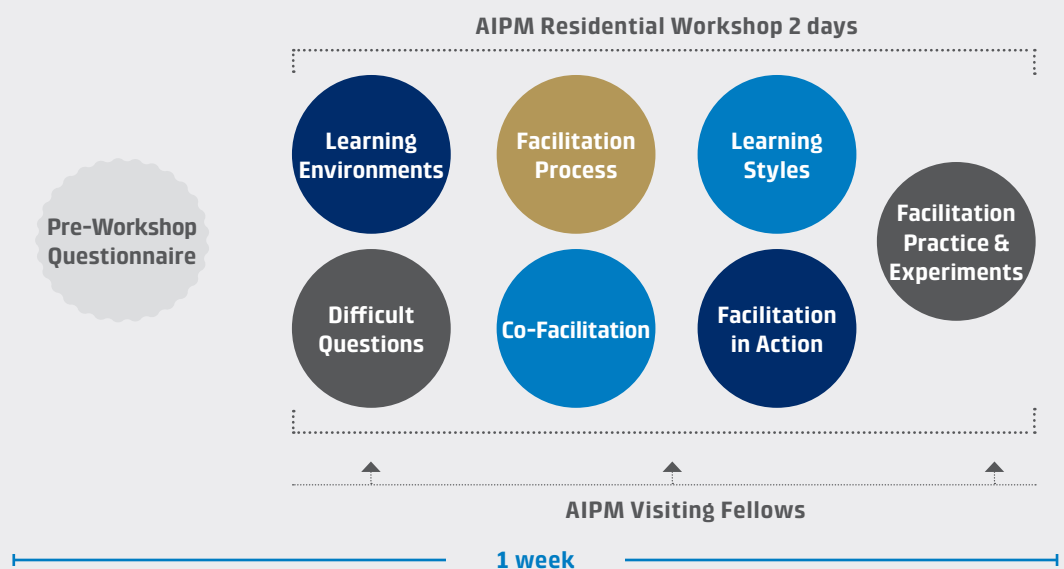
Leaders from all levels interested in developing new skills for modern police organisations.

Participant journey map

Delivery dates

Enrolment week: 1 Dec 24

Residential: 4-5 Feb 2025



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