AIPM Leadership Development Guide
Multi Agency 2020–2021

November 2019
The AIPM Leadership Development Guide 2020-21 enables public safety agencies to make purposeful investment decisions to support their development of leadership as a strategic organisational capability. The AIPM delivers contextually relevant executive leadership development strategies in partnership with public safety agencies.

In April 2019, the AIPM Board of Control endorsed the Future Directions plan for the AIPM. Future Directions formalises the many experiments made by the AIPM in developing new and effective approaches to building better leaders in public safety agencies. The subsequent MoA between the AIPM and ANZ Police has a future focus on choice, strategic alignment and partnerships. At the core of Future Directions is the enabling of diversity and context within personal and organisational developmental processes.

To achieve the intent of Future Directions, the AIPM needed to realign it’s approaches to developing leadership, rebuilding the annual calendar and re-examining the costings of our activities. We also focussed on how to retain the special ‘Manly experience’, how our partnerships continue to create meaningful and relevant learning experiences. Throughout this period, the AIPM continued a high tempo of leadership development strategies and in the process, tested and refined many of our new approaches.

This guide is the culmination of all of these processes leading into 2020-21. It includes the 2020-21 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 public safety organisations.

The participant journey maps indicate the importance of visiting fellows, mentors and AIPM alumni in our executive leadership strategies. Along with public safety 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 and psychologically safe learning environment.

To support our new calendar, on 1 December ANZ Police will now reserve their commitments onto AIPM development strategies for the following financial year.

Each year approximately fifty additional public safety agencies send their people to the AIPM to develop better leadership, better professional knowledge and to share and learn from their peers. We invite our broader community of ANZ public safety agencies, along with international agencies, to reserve their participation from 2 December onwards.

Contact us
For more information about the AIPM and our approaches to public safety leadership development please contact us via collaboration@aipm.gov.au

To make reservations or nominations onto development activities within our calendar please contact us via education@aipm.gov.au
Contents

AIPM Executive Leadership Suite

Executive Development Strategy 1  
Executive Development Strategy 2  
Executive Development Strategy 3  
Graduate Diploma  
Graduate Certificate  
Balance: Leading for Inclusion  
Frontline: Leading for Performance  
Facilitate: Leading for Learning

Foundational Leadership Strategies

Executive Education Strategies (Organisational Leadership)

Executive Development Strategies EDS1–3 (Personal Leadership)

Graduate Diploma
Graduate Certificate

Law Enforcement, Emergency Management and Public Safety Context

LinCT
Pacific Faculty of Policing International Police Partnership
SAHELI
RELP

AIPM Executive Leadership Suite

AIPM Partnership Strategies

Contents
AIPM Calendar 2020–21 4
Executive Development Strategy 1 6
Executive Development Strategy 2 7
Executive Development Strategy 3 8
Graduate Diploma 10
Graduate Certificate 11
Balance: Leading for Inclusion 12
Frontline: Leading for Performance 14
Facilitate: Leading for Learning 15
AIPM Calendar
2020–21

2020
First semester

July
Executive Development Strategy 1 — Residential 1
13 – 17 July 2020
ANZPLS2 — Residential 4
20–22 July 2020
Executive Development Strategy 3 — 20-21/1
20 – 24 July 2020

August
Executive Development Strategy 2 — Residential 1
10 – 14 August 2020
Balance: Leading for Inclusion — 20-21/1 – Phase 1
18 – 21 August 2020
Frontline: Leading for Performance - 20-21/1
31 August – 4 September 2020

September
Executive Development Strategy 3 — 20-21/2
21 – 25 September 2020

October
Executive Development Strategy 1 — Residential 2
12 – 15 October 2020
SAHEL
26 – 30 October 2020

November
Executive Development Strategy 2 — Residential 2
2 – 5 November 2020
Balance: Leading for Inclusion 20–21/1 — Phase 3
3 – 5 November 2020
Facilitate: Leading for Learning - 20-21/1
12 – 13 November 2020
Graduate Certificate - 20-21/1
23 November – 4 December 2020

December
Reservations for 2021–22 open
2 December 2020

2021
Second semester

February
Balance: Leading for Inclusion — 20-21/2 — Phase 1
2 – 5 February 2021
Facilitate: Leading for Learning - 20-21/2
11 – 12 February 2021
Executive Development Strategy 1 — Residential 3
22 – 24 February 2021

March
Executive Development Strategy 3 — 20-21/3
1 – 5 March 2021
LinCT: Leadership in Counter Terrorism (Regional)
15 – 19 March 2021
Executive Development Strategy 2 — Residential 3
22 – 24 March 2021

April
International Police Partnerships
16 – 23 April 2021
Balance: Leading for Inclusion — 20-21/2 — Phase 3
28 – 30 April 2021

May
Participant Nominations for 2021–22 due
1 May 2021
Graduate Diploma
3 – 14 May 2021
Executive Development Strategy 3 — 20-21/4
17 – 21 May 2021
Frontline: Leading for Performance - 20-21/2
24–28 May 2021
AFAC Strategic Command Program
31 May – 4 June 2021

June
LinCT: Leadership in Counter Terrorism (Global)
5–13 June 2021
Police Senior Executive Workshop (optional)
15-17 June 2021
Graduate Certificate - 20-21/2
21 June – 2 July 2021
<table>
<thead>
<tr>
<th>Program</th>
<th>Participant Levels</th>
<th>Description</th>
<th>Delivery Schedule</th>
<th>Price</th>
</tr>
</thead>
<tbody>
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<td>JCLEC: RELP</td>
<td>Indonesia annual delivery</td>
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<td>POA</td>
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The Graduate Diploma and Graduate Certificate are GST free. All other prices are inclusive of GST subject to advice from the ATO.
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.

Key dates
- 2 December 2019: Reservations open
- 1 May 2020: Nominations due
- 1 June 2020: Onboarding briefings begin
- 13 July 2020: First residential begins

Duration
- 9 months
- Residential Duration: 12 days at the AIPM

Price
- $20,997 (Multi-Agency)

Who should attend?
Senior executives with the capability and desire to take up Commissioner or CEO roles.

Participant journey map

Initial 3-way commitment (AIPM – participant – organisation)

Alumni peer support

Future 3-way commitment (AIPM – participant – organisation)

Alumni peer support

Learning conversation

Coaching 1

Coaching 2

Coaching 3

Future learning

Diagnostics

Personal learning

Organisational learning

Nomination
1 May 2020

Onboarding
1 June 2020

AIPM Workshop 1
5 days
13-17 July 2020

AIPM Workshop 2
4 days
12-15 Oct 2020

AIPM Workshop 3
3 days
22-24 Feb 2021

Annual ongoing collective learning

Peer Learning
2020–2021
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.

AIPM EDS2 builds on the effectiveness of the ANZPLS2. 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 knowledge, wellness, diversity, collaboration, accountability, technical expertise and political nous, from the business area to the organisational level.

Key dates

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<th>Event</th>
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<tr>
<td>Reservations open</td>
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<tr>
<td>Onboarding briefings begin</td>
<td>1 June 2020</td>
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<tr>
<td>First residential begins</td>
<td>10 August 2020</td>
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Duration

- Residential Duration: 12 days at the AIPM
- Duration: 6+ months

Price

- $18,897 (Multi-Agency)

Who should attend?

Executives with the capability and desire to take up senior executive roles.

Participant journey map

- Initial 3-way commitment (AIPM – participant – organisation)
- Alumni peer support
- Future 3-way commitment (AIPM – participant – organisation)
- Alumni peer support

Organisational learning

- Diagnostics

Personal learning

- Learning conversation
- Coaching 1
- Coaching 2
- Coaching 3

Peer Learning

- 2020–2021

AIPM Workshop 1
- 5 days
- 10–14 Aug 20

AIPM Workshop 2
- 4 days
- 2–5 Nov 20

AIPM Workshop 3
- 3 days
- 22–24 Mar 21

Annual ongoing collective learning
Executive Development Strategy 3

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

AIPM EDS3 is purposely designed to reflect the diversity and complexity of the modern organisation in meeting the needs of both high performing and high potential participants.

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 tensions including policy, operations, executive and team to help participants identify and take responsibility for their own leadership and learning journey.

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Key dates
- 2 December 2019: Reservations open
- 1 May 2020: Nominations due
- Onboarding: One month prior to workshop

Duration
- 4 months

Residential Duration
- 5 days at the AIPM

Price
- $7,397 (Multi-Agency)

Who should attend?
Middle managers seeking to fully realise their potential and/or achieve better performance.

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Participant journey map

Nomination
1 May 2020

Cohort residential dates
- EDS3 2020–21/1: 20–24 July
- EDS3 2020–21/2: 21–25 September
- EDS3 2020–21/3: 1–5 March
- EDS3 2020–21/4: 17–21 May

Onboarding conversation

Personal learning

Coaching 1

Coaching 2

Future 3-way commitment (AIPM – participant – organisation)

AIPM Visiting Fellows

4 months

Alumni peer support

Peer to peer conversations

Online cohort reconnections

AIPM Residential Workshop
5 days

Workplace challenge

Organisational learning

Workplace task

Peer learning

AIPM Leadership Development Guide (Multi Agency) 2020–21
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.

Key dates
- 2 December 2019: Reservations open
- 1 May 2020: Nominations due
- 1 July 2020: Distance education begins

Duration
- 11 months
- Residential Duration: 2 weeks at the AIPM

Price
- $15,997 (Multi-Agency)

Who should attend?
To be eligible participants must have completed the AIPM Graduate Certificate or equivalent to progress to the successful completion of distance and residential academic learning.

Participant journey map

Nomination 1 May 2020
Residential Dates 3-14 May 2021

Personal learning
- Distance Education 701S1: Contemporary Leadership
- Distance Education 701S2: Power, Politics and Policy Development
- AIPM Residential 701S3: Executive Leadership Development
- AIPM Residential 701S4: Strategic Policy Review

Peer learning

AIPM Visiting Fellows
11 months

AIPM 2 week residential
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.

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**Key dates**

2 December 2019
Reservations open

1 May 2020
Nominations due

1 July 2020
20-21/1 Distance education begins

1 February 2021
20-21/2 Distance education begins

**Duration**
6 months

**Residential Duration**
2 weeks at the AIPM

**Price**
$10,997 (Multi-Agency)

**Who should attend?**
Open to those who aspire to build their professional knowledge and leadership through academic study.

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**Participant journey map**

**Nomination**
1 May 2020

**Cohort residential dates**
2020-21/1
23 Nov - 4 Dec 20

2020-21/2
21 June - 2 July 21

**Personal learning**

Distance Education 60151
Foundations of Strategic Management

Distance Education 60154
Contemporary Issues in Public Safety

**Peer learning**

AIPM Residential 60152
Strategic Analysis and Planning

AIPM 2 week residential

AIPM Visiting Fellows

Leadership and Organisational Change

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Balance: Leading for Inclusion

Balance: Leading for Inclusion enhances the skills and knowledge of women in public safety, enabling their influence and responsibility to support better organisational performance.

Balance: Leading for Inclusion offers a mosaic of development approaches including personal, organisational, peer based, facilitated conversations, online learning and mentor support. One of the key ingredients to the ongoing success of Balance is its exploration of effective leadership, not from textbooks, but through the contemporary experience of others, including the deep support of the alumni including participants, mentors, sponsors and facilitators.

Since 2015, Balance has moved from a program to a multi-agency collective learning community in which the voices of effective inclusive leadership are nurtured and supported.

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**Key dates**

- **2 December 2019** Reservations open
- **1 May 2020** Nominations due

**Duration**

- Residential Duration
  - 2 workshops at the AIPM
    - Phase 1: 4 days
    - Phase 3: 3 days

**Price**

- $6,297 (Multi-Agency)

**Who should attend?**

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

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**Cohort residential dates**

- **2020-21/1**
  - Phase 1: 18-21 Aug 20
  - Phase 3: 3-5 Nov 20

- **2020-21/2**
  - Phase 1: 2-5 Feb 21
  - Phase 3: 28-30 Apr 21

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**Participant journey map**

- **Nomination** 1 May 2020
- **Cohort residential dates**
  - 2020-21/1
    - Phase 1: 18-21 Aug 20
    - Phase 3: 3-5 Nov 20
  - 2020-21/2
    - Phase 1: 2-5 Feb 21
    - Phase 3: 28-30 Apr 21

- **Phase 1:** AIPM residential 1
  - 4 days
- **Phase 2:** Workplace learning
  - 10 weeks
- **Phase 3:** AIPM residential 2
  - 3 days

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**Balance Mentors and AIPM Visiting Fellows**

3 months
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.

Frontline: Leading for Performance builds skills for better assessing and responding to complex operational, procedural and cultural change issues.

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**Key dates**
- 2 December 2019: Reservations open
- 1 May 2020: Nominations due

**Residential Duration**
- 5 days at the AIPM

**Program Price**
- $4,517 Multi-Agency Price

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**Who should attend?**
Team leaders or leaders in supervisory roles interested in learning more about leadership.

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**Participant journey map**

- **Nomination**
  - 1 May 2020

- **Cohort residential dates**
  - 2020-21/1
    - 31 Aug - 4 Sep 20
  - 2020-21/2
    - 24-28 May 21

- **AIPM Residential Workshop 5 days**
  - Foundations of Leadership
  - Peer Learning
  - Reflective Learning
  - Managing Self
  - Influencing
  - Art of Coaching
  - Difficult Conversations

- **AIPM Visiting Fellows**
  - 1 week
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.

Key dates
- **2 December 2019** Reservations open
- **1 May 2020** Nominations due

Residential Duration
- 2 days at the AIPM

Program Price
- $2,047 Multi-Agency Price

Who should attend?
Leaders from all levels interested in developing new skills for modern police organisations.

Participant journey map

- **Nomination**
  - 1 May 2020

- **Cohort residential dates**
  - 2020-21/1
    - 12-13 Nov 20
  - 2020-21/2
    - 11-12 Feb 21

- **Pre-Workshop Questionnaire**

- **Peer learning**

- **AIPM Residential Workshop 2 days**
  - Learning Environments
  - Facilitation Process
  - Learning Styles
  - Facilitation Practice & Experiments
  - Difficult Questions
  - Co-Facilitation
  - Facilitation in Action

- **AIPM Visiting Fellows**

- **1 week**