

AIPM Leadership Development Guide

2022-23



The AIPM Leadership Development Guide 2022-23 enables purposeful investment decisions to support the development of leadership as a strategic organisational capability. The AIPM delivers contextually relevant executive leadership development strategies for public safety organisations.

In April 2019, the AIPM Board of Control endorsed the Future Directions plan for the AIPM. Future Directions enabled the development of a new Memorandum of Agreement between the AIPM and ANZ Police.

The MoA supports a stronger collaborative approach to content and design of AIPM leadership strategies and increased flexibility and choice for ANZ Police.

To achieve the intent of Future Directions, the AIPM developed a new Executive Leadership Suite, rebuilt the annual delivery schedule and reexamined the costings of our activities.

Before Future Directions could be fully executed however the AIPM was significantly disrupted by the COVID crisis, pausing the implementation of many programs. That disruption however challenged us to find innovative ways to deliver leadership development and value to our key stakeholders and clients.

Consequently we developed new skills, methods and agility, enabling us to lean into a range of leading-edge activities. This has led to a blend of on-line, regionally delivered and residential program offerings that cater to the learning preferences of all our participants.

This guide and the suite of leadership development programs it offers represents the merging of Future Directions with the positive consequences of COVID disruption. The result is a new and exciting AIPM, able to blend its residential heart with newly discovered ways of learning, ultimately bringing to life Future Directions in ways not before thought possible.

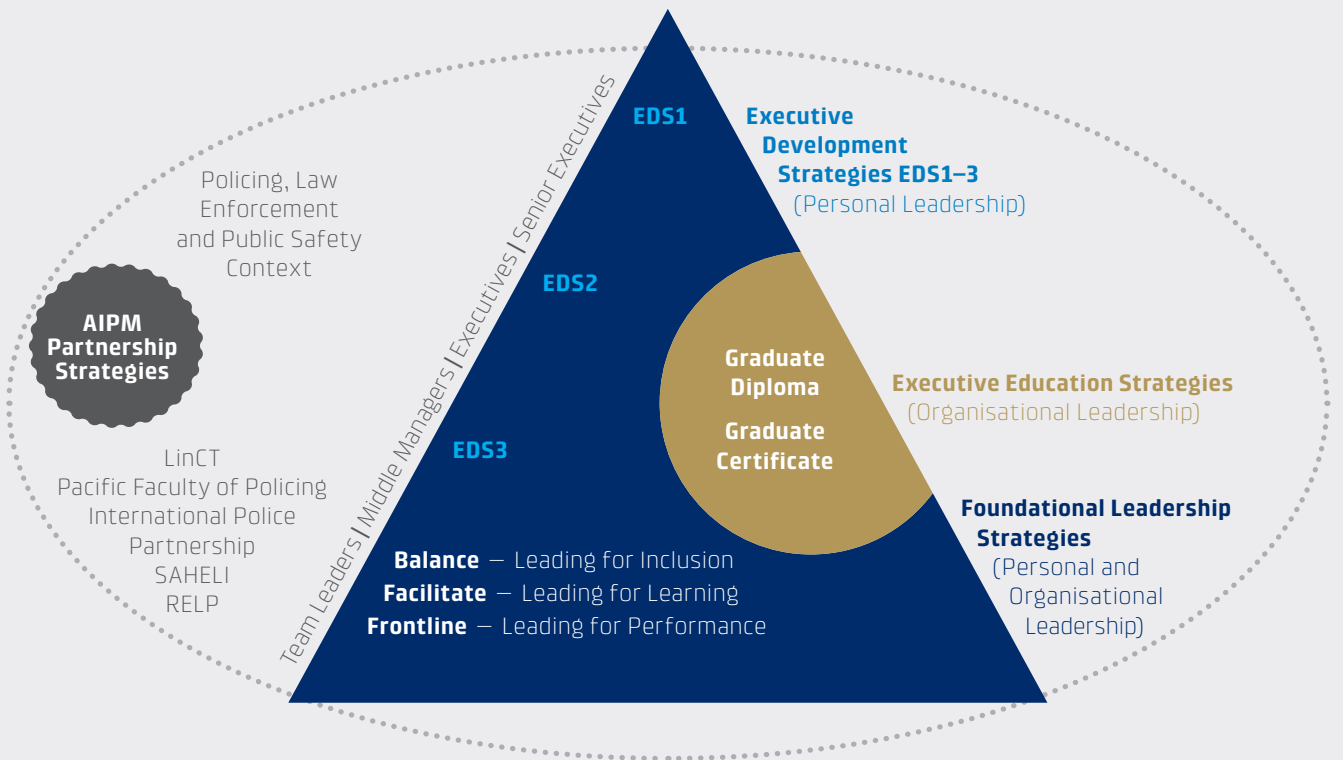
The guide includes the 22/23 calendar, prices, rank / level participant guide, short descriptions and participant journey maps. In creating this guide we have sought to make the AIPM development strategies more transparent as we actively encourage partnership, alignment and collaboration with each of 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 and psychologically safe learning environment.

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AIPM Executive Leadership Suite



AIPM Calendar 2022-23

2022

First semester

July

Executive Development Strategy 2

Residential 1

18-22 July 2022

Executive Development Strategy 3 - 1

25-29 July 2022

September

Executive Development Strategy 3 - 2

5-9 September 2022

October

Executive Development Strategy 2

Residential 2

17-21 October 2022

Executive Development Strategy 3 - 3

31 October- 4 November 2022

November

Frontline - 1

Residential

14-18 November 2022

Balance - 1

Residential

20-25 November 2022

December

Jurisdictions reservations for 2023-24 due

1 December 2022

Graduate Certificate - 1

Residential

5-16 December 2022

2023

Second semester

February

Facilitate

6-7 February 2023

Executive Development Strategy 3 - 4

20 – 24 February 2023

Executive Development Strategy 2

Residential 3

27 February - 1 March 2023

March

Frontline - 2

6-10 March 2023

Balance 2

Online Intensive

6-10 March 2023

Executive Development Strategy 3 - 5

13-17 March 2023

May

Participant Nominations for 2023-24

Semester 1 due

1 May 2023

Balance - 1

Residential

30 April - 5 May 2023

Executive Development Strategy 3 - 6

8-12 May 2023

Graduate Diploma

Residential

15-26 May 2023

June

Graduate Certificate - 3

Residential

19-30 June 2023

	MoA	APS6 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: Leading for Inclusion	Y						
Frontline: Leading for Performance	Y						
Facilitate: Leading for Learning	Y						
Partnership Strategies (PS)							
Pacific Faculty of Policing							
LinCT: Leadership in Counter Terrorism	Y						
AFAC Strategic Command Program	N						
JCLEC: RELP	N						
SAHELL: Security and Health Executive Leadership Institute	N						
International Police Partnerships	N						
Executive Team Facilitation	N						
Executive Coaching	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.

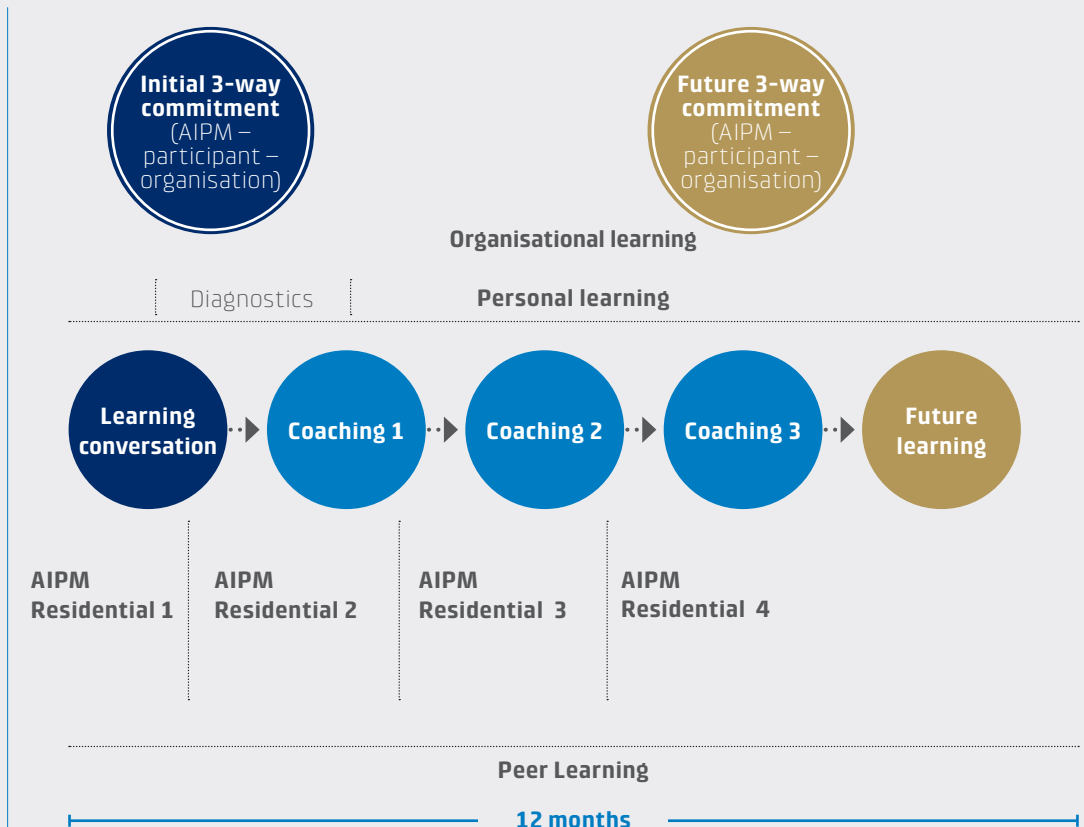
 **Duration**
12 months

 **Residential**
4 residential

 **Price**
\$18,900 (ANZ Police)
\$20,790 (Multi-Agency)

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

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.

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 police knowledge, wellness, diversity, collaboration, accountability, technical expertise and political nous, from the business area to the organisational level.



Key dates

Start date
Week Comm. 18 Apr 22



Duration
8 months



Residential
3 residential



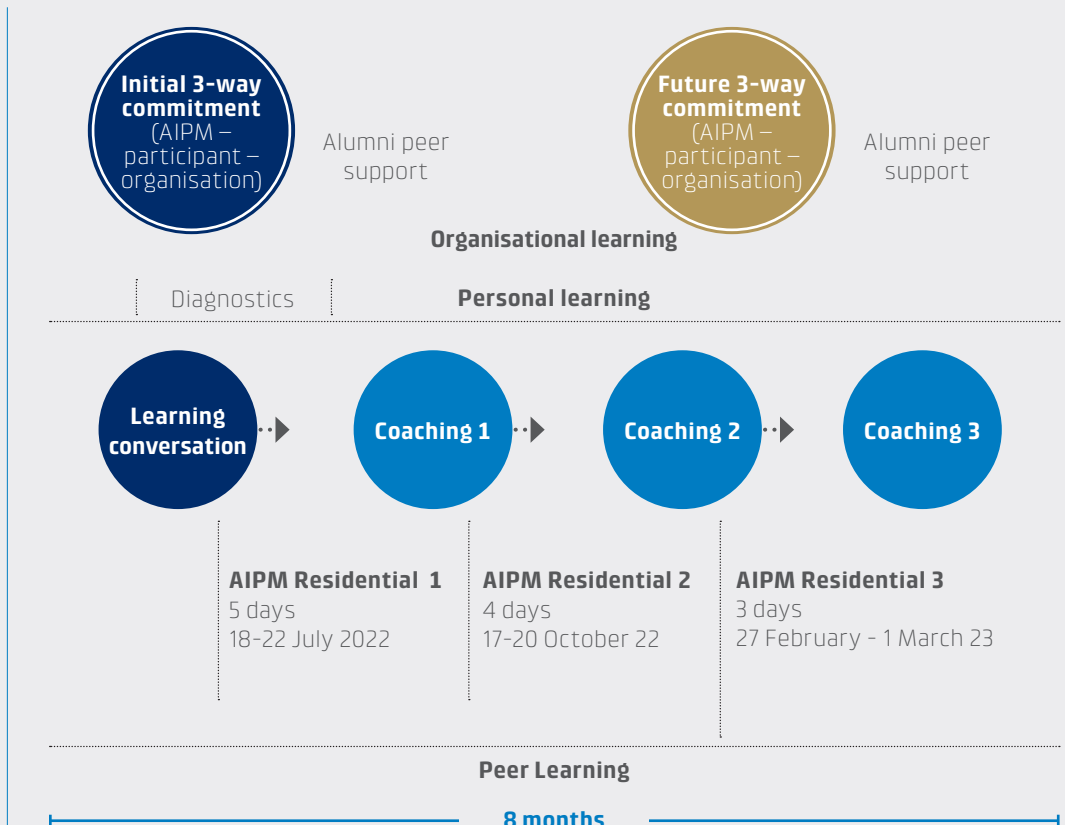
Price

\$16,900 (ANZ Police)
\$18,590 (Multi-Agency)

Who should attend?

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

Participant journey map



Executive Development Strategy 3

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

AIPM EDS3 is purposely designed to reflect the diversity and complexity of the modern police 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 policing tensions including policy, operations, executive and team to help participants' identify and take responsibility for their own leadership and learning journey.

 **Duration**
4+ months

 **Residential**
5 days at the AIPM

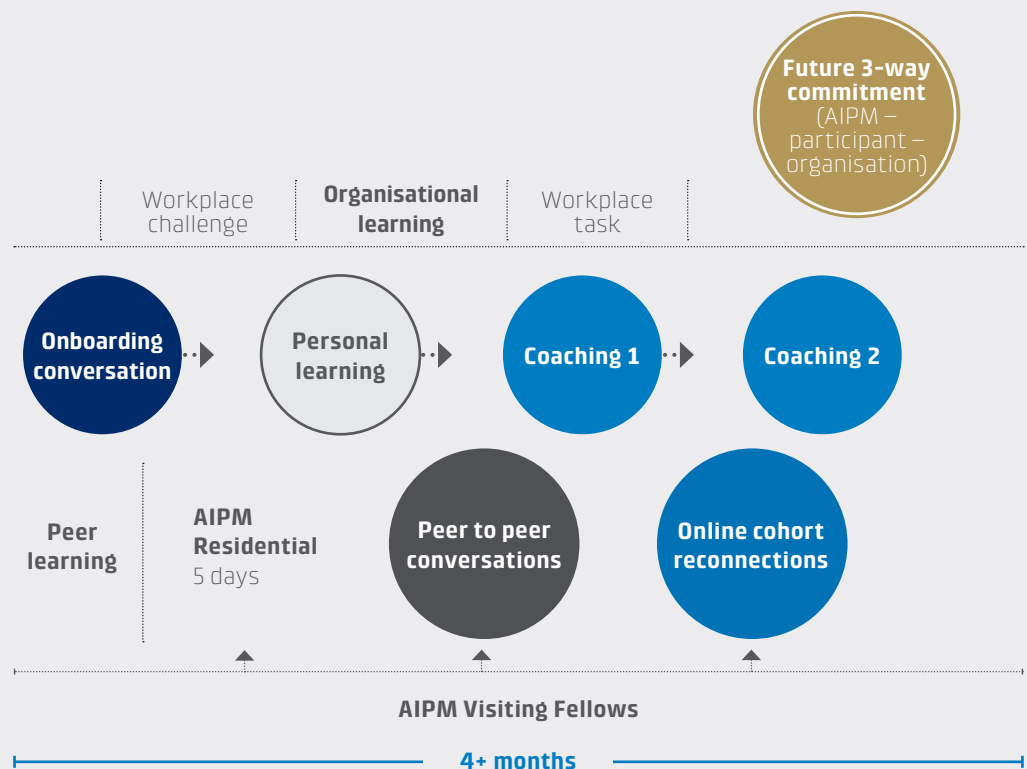
 **Price**
\$7,049 (ANZ Police)
\$7,755 (Multi-Agency)

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

Participant journey map

Key dates

- EDS3 - 1**
Start W/C 30 May 22
Residential 25-29 Jul 22
- EDS3 - 2**
Start W/C 11 Jul 22
Residential 5-9 Sep 22
- EDS3 - 3**
Start W/C 5 Sep 22
Residential 31 Oct - 4 Nov 22
- EDS3 - 4**
Start W/C 12 Dec 22
Residential 20-24 Feb 23
- EDS3 - 5**
Start W/C 16 Jan 23
Residential 13-17 Mar 23
- EDS3 - 6**
Start W/C 13 Mar 23
Residential 8-12 May 23





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 Duration
2 weeks at the AIPM



Price
ANZ Police
\$13,000
Multi-Agency
\$14,300

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



Delivery dates

Start date
18 July 22

Residential
15-26 May 23



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

6 months with residential
10 months online



Residential Duration

2 weeks at the AIPM



Price

Residential

\$11,150 (ANZ Police)
\$12,265 (Multi-Agency)

Online

\$6,550 (ANZ Police)
\$7,205 (Multi-Agency)

Who should attend?

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

Note: Prices based on RPL for 601-S4

Participant journey map



Delivery dates

GC1- residential

Start date
W/C 20 Jun 22

Residential
5-16 Dec 22

GC2 - online

5 Sep 22 - Jun 23

GC3- residential

Start date
16 Jan 23

Residential
19-30 Jun 23



Balance: Leading for Inclusion

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.

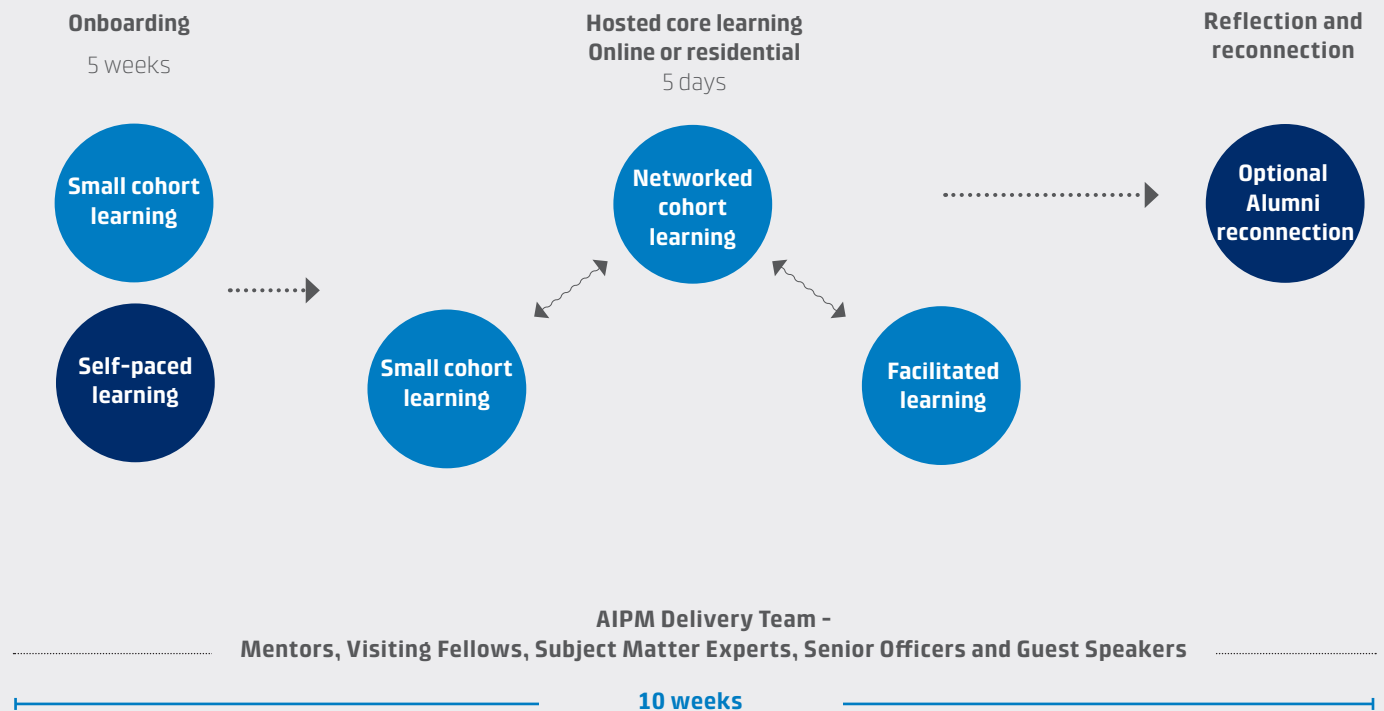
AIPM Balance builds a layered learning approach, moving from self-paced learning into the one week residential or hosted online intensive where learning occurs in the large networked cohort, within small syndicate cohorts and with the program delivery team.

 **Duration**
10 weeks

\$ Price
Residential
\$4,750 (ANZ Police)
\$5,225 (Multi-Agency)
Online
\$3,000 (ANZ Police)
\$3,300 (Multi-Agency)

Who should attend?
Women in leadership roles seeking to develop their own leadership approach.

Participant journey map





Delivery dates

Balance 1 - Residential

Start date

WC 12 Sep 22

Residential

20-25 Nov 22

Balance 2 - Online

Start date

12 Dec 22

Hosted online learning

6-10 Mar 23

8.30am - 2.30pm

Balance 3 - Residential

Start date

WC 20 Feb 23

Residential

30 Apr - 5 May 23

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. It will be supported by subject matter experts in gender, diversity and leadership.

AIPM Balance will also seek access to 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.

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

 **Duration**
5 days at the AIPM

 **Price**
\$3,740 (ANZ Police)
\$4,100 (Multi-Agency)

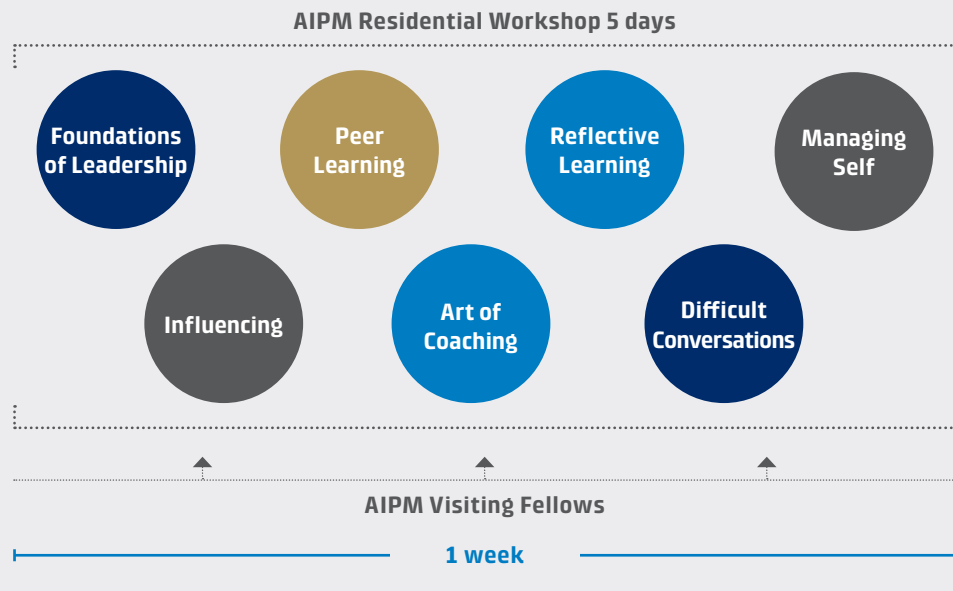
Who should attend?
Team leaders or leaders in supervisory roles interested in learning more about leadership.

Participant journey map

 **Delivery dates**

Frontline 1
Start date
WC 4 Oct 22
Residential
14-18 Nov 22

Frontline 2
Start date
WC 23 Jan 23
Residential
6-10 March 23




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.

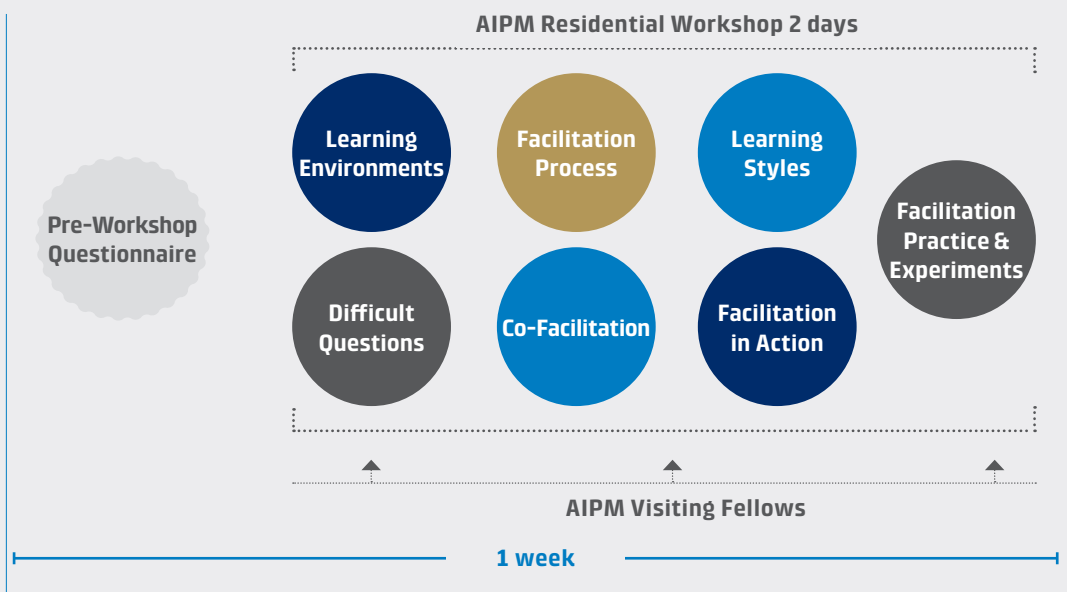
 **Duration**
2 days at the AIPM

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

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

Participant journey map

 **Delivery dates**
Start date
WC 9 Jan 23
Residential
6-7 Feb 23





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