

Command, Management and Leadership

Strengthening capabilities in police and public safety organisations







Career-changing development

Public safety education pushed beyond textbooks a long time ago. Today's professional development and education exchanges rigid thinking for exploring new ways of understanding, creating new perspectives, forming new networks, and rebuilding our capacity to evolve with a rapidly changing environment.

Who we are

We are an industry-leading facilitator of learning and development and a valued resource for police, emergency services and public safety officers.

Our activities are guided by the commissioners of all Australian and New Zealand police jurisdictions.

What we do

We support command, management and leadership at different levels in police and public safety organisations through development opportunities, continuous engagement and informed advice.

**We think differently.
Join us to learn differently.**

Learning opportunities

We deliver a wide range of development opportunities including:

- accredited development programs ranging from short courses to tertiary qualifications
- masterclasses, workshops and seminars
- personal development initiatives to meet individual needs
- bespoke training tailored to the needs of partner organisations
- individual guidance from mentors

Partnerships and connectedness

We build lasting connections with and between the people we support, providing:

- continuous career support with further learning and meaningful development opportunities
- facilitated online and personal interactions with peer groups from around the world
- opportunities to connect and engage with members of other agencies through our multi-agency programs
- ongoing professional support through our digital learning services
- access to visiting fellows with a broad range of contemporary international policing and public safety experiences

Our approach

We recognise the challenges of the public safety environment, identify the organisational capabilities needed and develop individuals to maximise their potential.

Our environment

The public safety environment is becoming exponentially more complex and politically demanding. Gone are the days of relying on a single leader for direction, protection and a sense of order. Organisations now need to develop their collective capacity to solve problems and adapt to change. This requires not only more skills, but also more people within the organisation who possess and exercise them.

Dealing with complex problems requires cognitive, social and strategic flexibility. We work with organisations and with individuals at all levels to develop resilience, agile thinking and continuous learning.

Our vision

To be recognised as a global leader in the development of agile and adaptable police, emergency services and public safety leaders.

We create

- Meaningful development experiences for police, emergency services and public safety personnel from around the world
- Opportunities, connections and partnerships significantly contributing to making the world safer
- Ongoing career-long learning and support capabilities

We deliver

- Innovative and challenging learning experiences at our world-class facilities
- Partnership programs across the world
- Learning initiatives helping organisations evolve to meet emerging challenges
- Informed advice and assistance to individuals and organisations
- International networks of learning, support and influence
- Digital learning resources delivered to your desk or phone
- Global access 24 hours a day to *Know it Now*, our curated collection of resources; *Living Leadership*, our monthly e-newsletter; and *Research Focus*, our quarterly research paper
- Direct support and online engagement

“Career-long development, connectedness — a very deep experience”





“An amazing journey.”





“.. this research found that positive changes in leader behaviour in line with the Leadership Capability Framework were demonstrable following attendance at an AIPM graduate programme, and the magnitude of this positive change was large.”

(Herrington, 2015, 'Assessing the impact of public safety leader development in Australasia', *Policing and Society*)



Graduate programs

AIPM graduate programs are the peak educational experiences for many public safety leaders.

Their value is borne out by research identifying an immediate return on investment of 164% to each participant's organisation, which translates into a significant change in organisational capacity when extrapolated across the next 13 years of the participant's career.

Along with the knowledge and insights derived from our programs, studying with the AIPM is an opportunity for participants to expand their personal networks and engage with peers in other organisations who face comparable challenges.

The qualitative benefits are profound both for individuals and for their employers.

Professional development programs

We offer diverse development opportunities for public safety professionals ranging from weekly emails and one-day workshops to intensive residential courses. Learning is no longer confined to the classroom.

Our development programs are internationally recognised for their effectiveness in developing superior skills for driving organisational performance.

In line with research showing capacity building needs to happen throughout an organisation rather than just at the top, many of our programs are designed for career-long learning.

Program leaders

The AIPM staff, guest speakers and external experts who lead our programs are highly regarded senior practitioners in the public safety environment as well as being gifted educators and presenters.

They draw on their own experiences and insights to provide a highly contemporary understanding of the increasingly complex current and emerging environment.

“There is an unprecedented level of support and professionalism.”

Bespoke and collaborative learning opportunities

The AIPM works in partnership with organisations to support their change processes with fully customised programs to meet their specific learning needs.

Every program is tailored to optimise learning and maximise the benefits of all aspects of the process, from classroom activities to the social and environmental experience. They can be:

- co-branded with your organisation
- exclusive to a single organisation or cluster of organisations
- delivered at our campus or your workplace, across Australia or internationally
- delivered in languages other than English
- presented in a wide range of formats, including one-off workshops and retreats
- supported by our AIPM Online e-learning capability
- focused on any topic, from a single issue to a general area of capacity

Our campus in Manly is among the best police educational facilities in the world but, as our delivery philosophy matches our leadership philosophy of being adaptable and committed, we also deliver programs across the world in venues ranging from 5-star hotels to abandoned churches.

Partner organisations

Organisations navigating complex change using AIPM programs such as 'Leading Change', 'Frontline', 'Facilitate' and 'Balance' include:

- Australian Federal Police
- Federal Bureau of Investigation – National Executive Institute
- Fire & Rescue NSW
- NSW State Emergency Services
- Ministry of Public Security, China
- Nossell Institute, University of Melbourne
- Queensland Police Service
- Royal Papua New Guinea Constabulary
- Royal Solomon Islands Police Force
- South Australia Police
- Victoria Police

The AIPM is a supplier on the Australian Public Service Commission learning and development panel.

“First-class program facilitated by one of the most insightful leadership practitioners I have been exposed to.”





“One of the most
rewarding experiences
of my life.”

Our campus

The AIPM sits within North Head, Manly, surrounded by the Sydney Harbour National Park. We are fortunate to be located in such an exceptional setting.

Learning spaces

The AIPM has four indoor learning spaces and a selection of meeting rooms, all of which can be configured in various layouts. The Waratah Room has breathtaking views of Sydney Harbour.

Use of our learning spaces includes access to the latest audiovisual and information technology.

Accommodation and dining

Staying at the AIPM is an opportunity to escape from the city without leaving Sydney. Waking after a tranquil night to the sound of birdsong, not traffic, has a profound effect on our guests' state of mind and receptivity to new ideas.

We have 54 guest rooms. Forty-five including a queen-sized bed, ensuite, desk, computer, television, telephone and wi-fi access. Guests also have access to a gym and laundry.

We have an on-site chef and provide full catering services, using fresh, high quality local produce.

Knowledge centre

Guests have 24-hour access to the library and business facilities. The library team is on hand to assist with research enquiries on weekdays from 8am to 4pm.

Recent clients

Organisations using the AIPM as their learning venue include:

- Attorney-General's Department
- Australia New Zealand Police Advisory Agency
- Australian Catholic University
- Australian Civil Military Centre
- Department of Immigration and Border Protection
- Fire and Rescue NSW
- NSW Department of Family and Community Services
- NSW Department of Transport
- NSW Public Service Commission
- Department of Primary Industry
- New South Wales Police Force
- Australian Federal Police





Program outlines

Australia New Zealand Police Leadership Strategy

Designed to enhance the capabilities of high-performing and high-potential people ready to take the next step as senior law enforcement executives.

Who should attend

- Stream 1: Assistant Commissioner (SES2) to Deputy Commissioner (SES3)
- Stream 2: Superintendent/Commander (SES1) to Assistant Commissioner (SES2)
- Sworn and unsworn officers

Learning outcomes

- Benefit from experiential, workplace-based learning using the 70:20:10 framework
- Challenge yourself by experimenting with different approaches
- Gain exposure to different theories and styles
- Receive guidance from industry-leading influencers
- Learn from and alongside other senior executives over an extended period of time



Duration

12–18 months ongoing workplace development

17-day residential program (5 residential modules: Learner Development Series)



Location

AIPM, Manly NSW

Enterprise: Building Organisational Capacity and Capability

Designed to equip public safety executives with the strategic expertise to build capacity and develop capability within their organisations.

Who should attend

- Chief Superintendents/Commanders from state jurisdictions
- SES1 officers from Commonwealth agencies
- Sworn and unsworn officers

Learning outcomes

- Better understand how to identify and build strategic capabilities and capacities aligning with long-term organisational direction
- Better understanding of the changing parameters for creating strategic public value in public safety
- Improve your knowledge of the drivers of performance management in supporting organisational direction and change
- Improve your capability to manage compliance, portfolio and organisational risk
- Improve your capability to implement strategic change in complex environments
- Increase your familiarity with the language of finance, compliance, risk and accountability to support better decision-making to create better public value



Duration

5-day residential program



Location

AIPM, Manly NSW

Graduate Diploma of Executive Leadership (Policing and Emergency Services)

Services)

Nationally accredited qualification designed for senior public safety executives to unlock individual

capabilities and career progression.

Who should attend

- Superintendents or equivalent from state jurisdictions
- EL2 officers from Commonwealth agencies

Participants need to have completed the Graduate Certificate in Applied Management (Policing and Emergency Services) or an equivalent degree in a related field.

- Sworn and unsworn officers

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



Duration

Distance education for 3 subjects (credit transfer available)



2-week residential program for 1 subject

Location

AIPM, Manly NSW

Bridging the Gap: From Management to Executive

Designed to enhance the skills and broaden the knowledge of new executives by building a framework to connect their past strengths with their future roles.

Who should attend

- Superintendents or equivalent from state jurisdictions
- EL2 officers from Commonwealth agencies who are ready to become fully effective members of the senior executive team
- Sworn and unsworn officers

Learning outcomes

- Enhance your readiness for senior executive advancement
- Increase your skills and knowledge base to drive personal executive performance
- Understand how to participate in, motivate and lead high-performing teams for greater organisational performance
- Elevate your understanding of current and emerging issues for public safety organisations
- Expand your professional connections and strategic alliances, promoting personal development, mentoring and interagency liaison



Duration

8-day residential program



Location

AIPM, Manly NSW

Strategic Command Program

Designed to enhance the capabilities of senior leaders responsible for strategically commanding and managing critical emergency incidents.

Who should attend

- Superintendents or equivalent from state jurisdictions
- EL2 officers from Commonwealth agencies
- Sworn and unsworn officers

Learning outcomes

- Increase your personal strategic and conceptual leadership skills
- Enhance your ability to translate large amounts of information into better decision-making
- Understand how to manage multiple concurrent incidents effectively
- Anticipate and manage the critical strategic and political issues involved in major incident responses
- Expand your professional networks and strategic alliances, promoting personal development, mentoring and interagency liaison



Duration

5-day residential program



Location

AIPM, Manly NSW

Delivered in partnership with the Australasian Fire and Emergency Service Authorities Council



Australasian Fire and Emergency
Service Authorities Council

Leadership in Counter Terrorism (Regional & Global)

Designed to enhance the capabilities of those exercising leadership in the counterterrorism environment.

LinCT is a partnership program between the Federal Bureau of Investigation, the Scottish Police College, the Police Service of Northern Ireland, the Royal Canadian Mounted Police, the Australian Federal Police and the AIPM.

It is designed to create a collaborative cadre of senior law enforcement officials who have a broad strategic global appreciation of events and intelligence and the ability to act to contribute to local, national and global counter-terrorism efforts.

Who should attend

- Superintendents to Assistant Commissioners

Learning outcomes

- Enhance shared understanding of leadership demands within counterterrorism
- Understand national and international counterterrorism structures
- Develop vital networks across Australian and international partners
- Better understand terrorism, extremism and the evolution of counterterrorism strategy



Duration

4 residential sessions, including 2 regional and 2 international workshops



Location

AIPM, Manly NSW
North America and UK

Graduate Certificate in Applied Management (Policing and Emergency Services)

Nationally accredited qualification designed to build the individual capability and career progression of managers with significant experience and the capacity for higher office.

This program is widely recognised as a cornerstone in the development of public safety leaders. It prepares participants for more complex roles and for the Graduate Diploma of Executive Leadership (Policing and Emergency Services).

Who should attend

- Inspectors or equivalent from police and emergency services organisations worldwide
- EL1 and EL2 officers from Commonwealth and other government agencies

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



Duration

Distance education for 2 subjects (credit transfer and recognition of prior learning available)

3-week residential program for 2 subjects



Location

AIPM, Manly NSW

Regional Executive Leadership Program (Indonesia)

Designed for senior officers to develop leadership capability and build partnerships to counter terrorism and transnational crime across the region.

This program is a joint initiative of the Australian Federal Police, the Indonesian National Police, the AIPM, the Jakarta Centre for Law Enforcement Cooperation, the UK College of Policing and Charles Sturt University.

Developed specifically for ASEAN, regional and partner countries, it focuses on leadership, relationships, innovation and accountability.

Who should attend

- Senior officers with experience in counterterrorism and transnational crime
- Inspectors or equivalent from police and public safety organisations
- EL1 and EL2 officers from Commonwealth and other government agencies

Learning outcomes

- Develop your understanding of contemporary and ethical leadership practice
- Develop your strategic environmental analysis skills
- Identify current law enforcement issues impacting upon ASEAN and neighbouring regions
- Develop your management skills for multinational responses to counter terrorism and transnational crime
- Develop a deeper understanding of violent extremism and de-radicalisation
- Increase your understanding of strategic engagement with regional partners and other jurisdictions



Duration

3-week residential program



Location

Jakarta Centre for Law Enforcement Cooperation, Semarang, Indonesia

Balance: Women Leaders in Public Safety

Designed to enhance the skills and knowledge of women in emerging leadership roles, using the concept of balance to explore the unique challenges for women in achieving roles of influence and responsibility in public safety organisations.

Who should attend

- Women in APS6/EL1 team leader and leadership roles (sergeant and inspector) in public safety organisations who want to increase their capabilities for effective influence and direction
- Sworn and unsworn officers

Learning outcomes

- Gain awareness of your individual strengths and how to use them to drive organisational performance
- Enhance your ability to diagnose and negotiate the specific challenges for women in senior public safety roles and use your influence to shape solutions
- Increase your ability to balance the ways of established organisational cultures with other approaches required to meet the needs of women within an organisation



Duration

2 workshops (7 days total) with intervening workplace development period



Location

AIPM, Manly NSW and regional locations

Evolve: Leadership in Complex Environments

Public safety organisations are experiencing unprecedented change and are increasingly requiring more from their staff. Designed to build organisational capacity at every level, this program challenges participants' assumptions and shapes their ability to create and deliver change.

Who should attend

- Motivated people in APS6/EL1 team leader and leadership roles (sergeant and inspector) in public safety organisations who aspire to become more effective agents of change
- Sworn and unsworn officers

Learning outcomes

- Increase your capacity to diagnose challenges in an organisation and its operating environment
- Learn how to develop interventions to help others change
- Increase your personal capacity to face and overcome resistance while remaining open to others' perspectives, wisdom and good intentions
- Make wider professional connections with multiple levels of support and influence



Duration

3½-day residential workshop



Location

AIPM, Manly NSW and regional locations

Nexus: Building Strategic Partnerships

A unique development opportunity for people in frontline public safety positions who need to use strategic partnerships beyond their own organisation to achieve effective, innovative and creative outcomes in an environment of diminishing resources and increasing complexity.

Who should attend

- Hardworking leaders from the front line, including team leaders, sergeants and inspectors, responsible for achieving results requiring cooperation in collaborative environments
- Sworn and unsworn officers

Learning outcomes

- Recognise the value of multi-level strategic partnerships
- Increase your ability to identify, evaluate and implement engagement strategies to benefit your organisation
- Improve your knowledge of the practical steps needed to initiate, develop, promote and sustain effective working partnerships
- Learn how to autonomously progress relationships from cooperation to collaboration
- Learn how to translate personal relationships into organisational commitment and capability
- Benefit from vital insights from the decision makers who are shaping the contemporary public safety landscape



Duration

3-day residential workshop



Location

AIPM, Manly NSW and regional locations

Frontline: Developing Future leaders

Intensive residential program focusing on foundational influencing initiatives and personal growth. Designed for public safety personnel with demonstrated potential for advancement.

Who should attend

- Operational and non-operational team leaders with demonstrated potential for advancement

Learning outcomes

- Develop foundational skills to enhance your contribution to organisational objectives
- Understand individual capacities for and styles of influence
- Increase your awareness of how personality affects behaviour
- Gain a clearer understanding of command, leadership and management styles
- Elevate your awareness of significant issues facing public safety organisations
- Expand your professional connections and strategic alliances promoting personal development, mentoring and interagency liaison



Duration

5-day residential workshop



Location

AIPM, Manly NSW and regional locations

Facilitate: Building Learning Organisations

A workshop to support the emergence of new learning organisations capable of the agility and innovation to succeed in new environments. This workshop develops skills and techniques for building new learning and understanding as individuals, as groups and as organisations.

Who should attend

- Team leaders through to executives who are responsible for inspiring others to operate effectively in unknown and unusual environments

Learning outcomes

- Create capacity in others through a learner-focused model
- Create greater engagement and involvement in learning opportunities
- Practise techniques for raising collective awareness and generating new possibilities
- Practise techniques for inspiring learning
- Understand the art of skilful interventions to promote engagement, learning and collective understanding
- Better identify the barriers, limitations and consequences of our current approaches to learning and change.



Duration

2 days



Location

AIPM, Manly NSW and regional locations

Other services

Facilitation of executive meetings

Many organisations are now using AIPM facilitators to bring real time reflection and learning into their executive meetings. AIPM facilitators are skilled in identifying the right questions to create better understanding and movement on difficult issues. The AIPM benefits from observing and interacting with the contemporary executive challenges, thus creating new learning which informs many of our programs and other development opportunities.

Leading Change Workshop

This award winning workshop was designed to support rapid and effective change within public safety organisations, especially where an overall organisational change is not present. The focus of the workshops is on generating engagement and momentum from the base of an organisation, along with encouragement and alignment from senior officers. We may not know where we are going, but we know we can not stay here.

Organisational Development

The AIPM is a valued partner for many organisations considering, designing or implementing significant organisational change. Our partnership roles include research, advice, consultation as well as design and delivery. Our experience in working with so many public safety organisations helps to create new perspectives of understanding and opportunity for organisations facing complex cultural and structural change.

Education and Professional Development Programs

The following diagram helps identify the right development opportunity for the right person at the right time. Some programs are closely designed to the challenges of particular levels and ranks, while others are more openly designed. Our programs, like the organisations we support, are becoming more fluid and responsive to our changing environment. If in doubt of the suitability of a particular program, please contact us at collaboration@aipm.gov.au.



APS6
Team Leader,
Sergeant

Balance: Women Leaders in Public Safety
 Nexus: Developing Strategic Partnerships
 Frontline: Developing Future Leaders
 Facilitate: Building Learning Organisations



Executive Level 1
Inspector

Graduate Certificate in Applied Management
 Regional Executive Leadership Program
 Evolve: Leadership in Complex Environments
 Balance: Women Leaders in Public Safety
 Nexus: Developing Strategic Partnerships
 Facilitate: Building Learning Organisations



Executive Level 2
Superintendent

ANZ PLS
 Enterprise: Continuity and Change
 Graduate Diploma of Executive Leadership
 Bridging the Gap
 Strategic Command Program (AFAC)
 Leadership in Counter Terrorism
 Graduate Certificate in Applied Management
 Regional Executive Leadership Program
 Evolve: Leadership in Complex Environments
 Balance: Women Leaders in Public Safety
 Facilitate: Building Learning Organisations



SES Band 1
Commander,
Chief Superintendent

ANZ PLS
 Enterprise: Continuity and Change
 Graduate Diploma of Executive Leadership
 Bridging the Gap
 Strategic Command Program (AFAC)
 Leadership in Counter Terrorism
 Evolve: Leadership in Complex Environments
 Balance: Women Leaders in Public Safety
 Facilitate: Building Learning Organisations



SES Band 2
Assistant Commissioner

ANZ PLS
 Strategic Command Program (AFAC)



SES Band 3
Deputy Commissioner

ANZ PLS

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