

AIPM Leadership Development Guide

2023-24



The AIPM Leadership Development Guide 2023-24 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.

The guide includes the 2023-24 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.

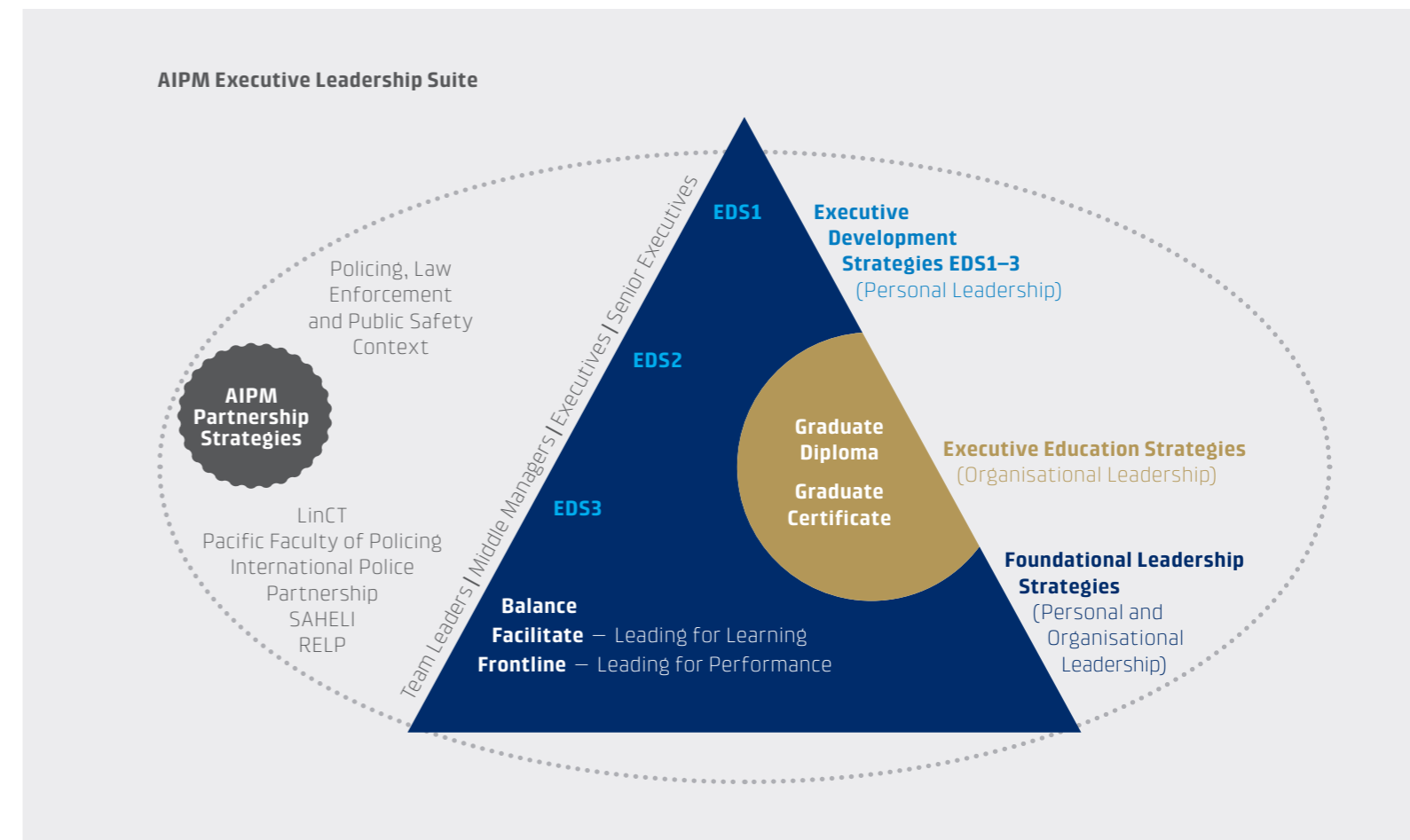
The participant journey maps indicate the importance of visiting fellows, mentors and AIPM alumni in our executive leadership strategies.

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 Calendar 2023-24

2023

First semester

July

Frontline - 1
Residential:
24-28 July 2023

August

EDS2
Residential 1
14-18 August 2023

September

Balance - 1
Residential:
4-8 September 2023

Executive Development Strategy 3 - 1
18-22 September 2023

October

EDS3 - 2
Residential:
23-27 October 2023

November

EDS2
Residential 2
20-23 November 2023

EDS3 - 3
Residential:
20-24 November 2023

December

**Jurisdictional nominations for 2023-24
Semester 2 due**
1 December 2023

Jurisdictional reservations for 2024-25 due
1 December 2023

2024

Second semester

January

Facilitate
24-25 January 2024

February

Balance 2
Online Intensive
5-9 February 2024

Frontline 2
Residential
5-9 February 2024

GC - 1
Residential
25 February - 8 March 2024

March

Balance 3
Residential
11-15 March 2024

EDS2
Residential 3
25-27 March 2024

April

Graduate Diploma
Residential
28 April - 10 May 2024

May

**Jurisdictional nominations for 2024-25
Semester 1 due**
1 May 2024

EDS3 - 4
13-17 May 2024

Graduate Certificate - 1
Residential
19-31 May 2024

June

Graduate Certificate - 2
Residential
16-28 June 2024

	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	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.

Available in 2024-25

Duration

12 months

Residential

4 residential

Price

ANZ Police \$18,900

Multi-Agency \$20,790

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

11 months

Residential

3 residential

Price

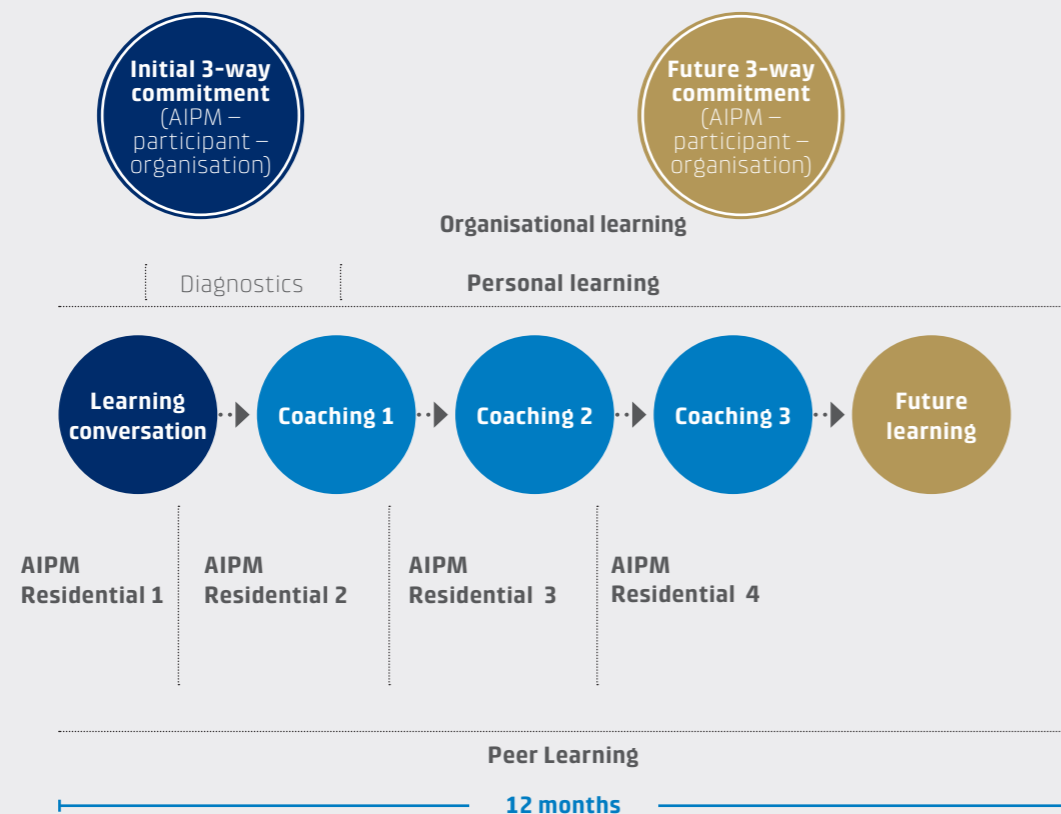
ANZ Police \$16,900

Multi-Agency \$18,590

Who should attend

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

Participant journey map



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
5+ months

Price
ANZ Police \$7,050
Multi-Agency \$7,755

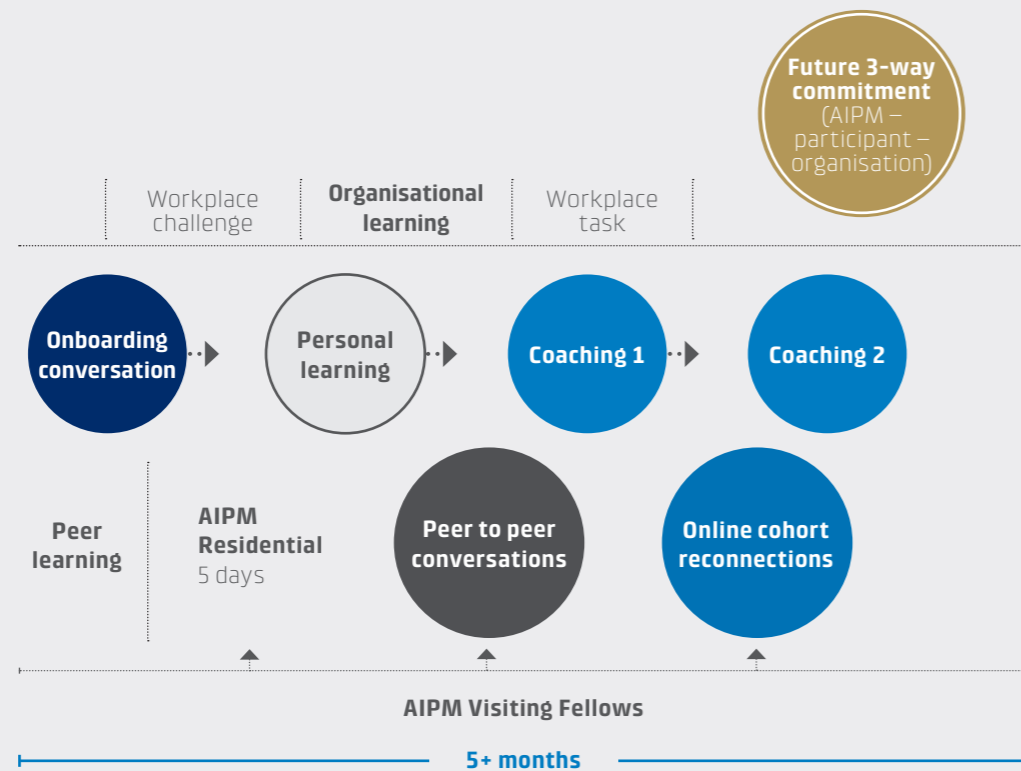
Residential
5 days at the AIPM



Participant journey map

Key dates

- EDS3 - 1**
Enrolment: July 2023
Residential: 18-22 Sep 23
- EDS3 - 2**
Enrolment: August 2023
Residential: 23-27 Oct 23
- EDS3 - 3**
Enrolment: September 2023
Residential: 20-24 Nov 2023
- EDS3 - 4**
Enrolment: March 2024
Residential: 13-17 May 2024



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.

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
Residential 11 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

Enrolment: 10-21 July 2023

Residential:
28 April - 10 May 2024



Participant journey map

Delivery dates

GC-1
Enrolment: June 2023
Residential: 19-31 May 2024

GC-2
Enrolment: June 2023
Residential: 16-28 Jun 2024



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.

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: July 2023

Residential: 4-8 September 2023

Balance 2 Online

Enrolment: December 2023

Online intensive: 5-9 February 2024

Balance 3

Enrolment: December 2023

Residential: 11-15 March 2024

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.

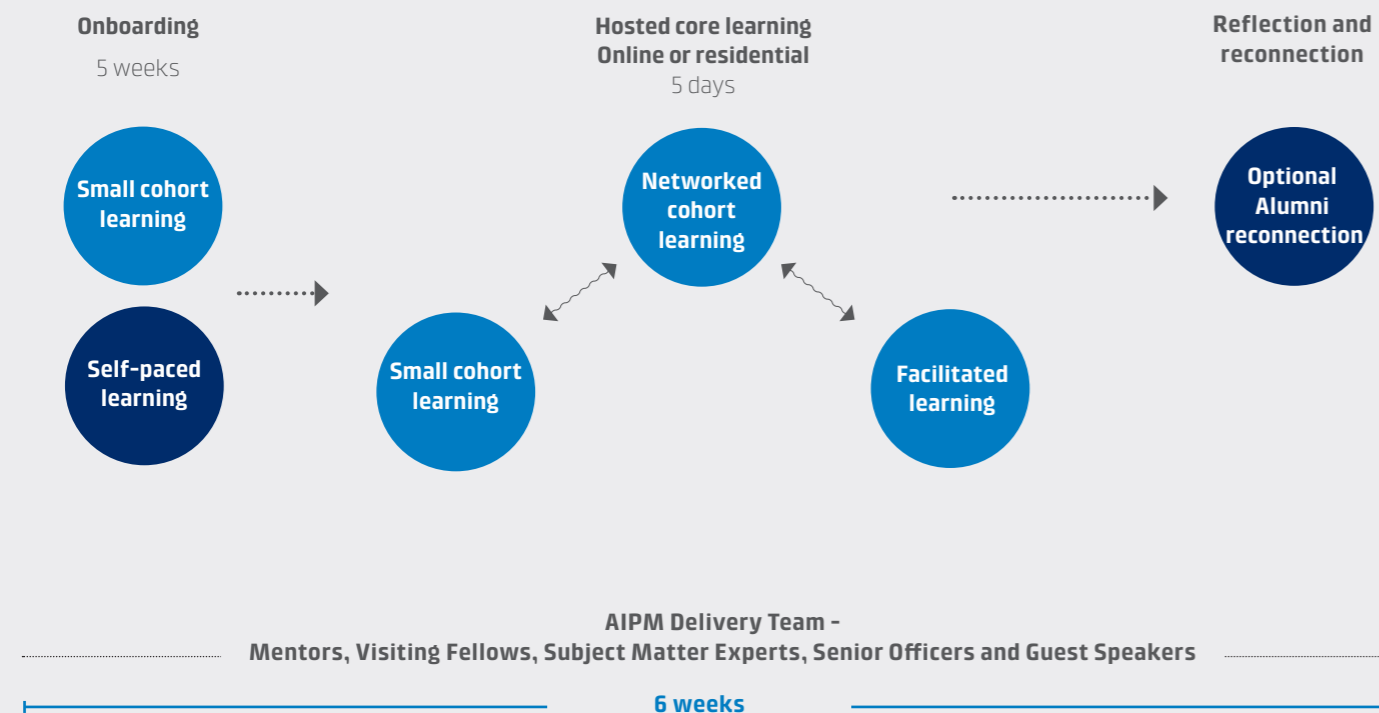
Learning Environment

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.

Participant journey map



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

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.

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.

Residential
2 days at the AIPM

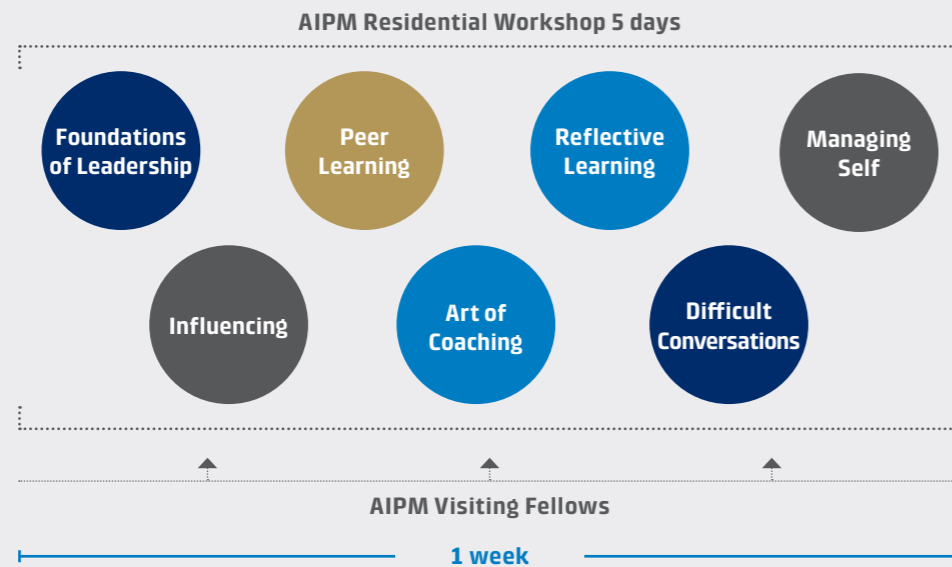
Price
ANZ Police \$1,630
Multi-Agency \$1,790

Participant journey map

Delivery dates

Frontline 1
Enrolment: May 2023
Residential: 24-28 July 2023

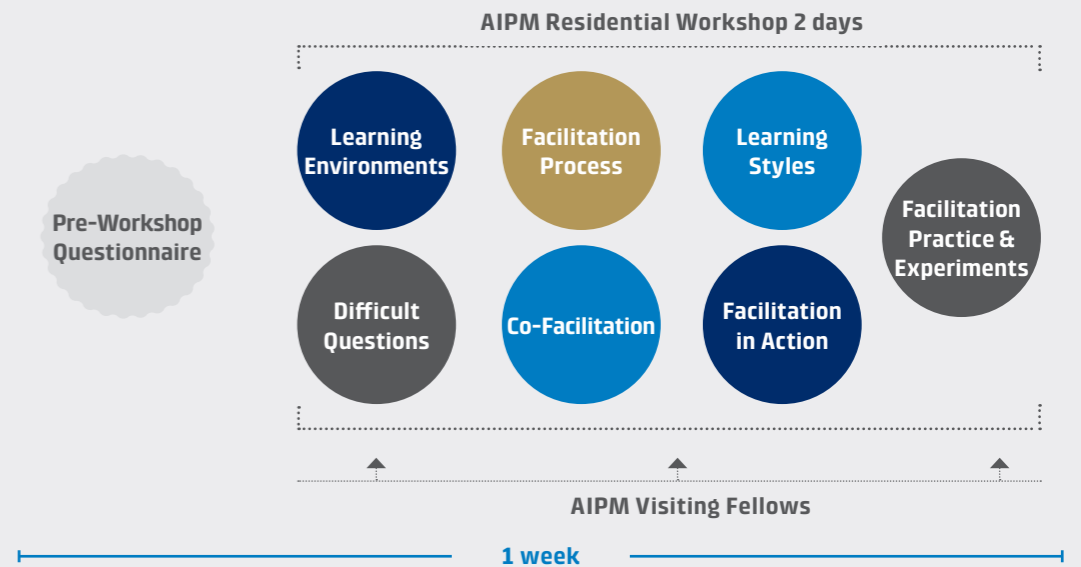
Frontline 2
Enrolment: December 2023
Residential: 5-9 Feb 2024



Participant journey map

Delivery dates

Enrolment: December 2023
Residential: 24-25 Jan 2024





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