

Extended Course Outline

Public Sector Emerging Leaders

Including a Diploma of Government (Management) PSP51104

LEVEL 2

*"Provided useful tips for Emerging Leaders to navigate up the government ladder."
"The lecturer was fantastic . . . and everyone loved the program!"*

Overview

Research within the Public Sector has indicated that there is a need to equip the future leaders with more sophisticated and relevant people and leadership skills.

The Public Sector Emerging Leaders course creates learning pathways into executive roles for individuals with management aspirations. The course provides strategic, personal and operational outcomes through applied learning, case studies and work-based projects. It is a unique opportunity for the next group of Public Sector leaders to gain a head start on the next phase of their careers.

Content

The course is a combination of study days, networking forums and mentoring. After successful completion of the course participants will be awarded a Certificate of Attainment and will qualify for a Diploma in Government (Management) PSP51104. The Diploma is Nationally Accredited and can lead to future study options.

Included Membership Benefit

Course participants will receive Professional Membership until the end of 2012 calendar year.

Credit for Future Study

Completion of this course may entitle participants to partial credit into the Graduate Program in Public Administration offered through Flinders University.

Connection to South Australian Executive Service (SAES) Competencies

The Public Sector Emerging Leaders course considers the five course SAES executive competencies, which form the essential elements of leadership.

Who should attend?

This course has been designed for individuals who identify as a potential leader within the Public Sector. An advanced understanding of how the Public Sector operates is not required. The range of topics covered includes core skills and subjects unique to the Public Sector as well as leadership and people skills from a Public Sector perspective.

As a rough guide, this course is suitable for AS04 and above, or equivalent.

Study Units

The bulk of learning will be through 14 interactive study units held in IPAA's training room. Units with an accreditation code form part of the assessment for the Diploma of Government (Management).

Mentoring

All participants will have the opportunity to arrange a mentor at the beginning of the course. The mentor relationship will be useful to review progress through the course and discuss how to apply course content on the job. Participants are encouraged to continue the mentoring relationship after the course has concluded.

Networking Forums

An important aspect of becoming a leader within the Public Sector is networking across business units and Departments. Participants will have the opportunity to attend IPAA's general forums and network with other guests. Registrations fees for these forums are included in the course registration fee.

Essential Course Details

Length	Fourteen single-day sessions
Date	See schedule on next page
Time	9:00am – 4:30pm (8:30am registration)
Course Level	Level 2. See website for details.
Positions Available	18
Facilitator	Flinders University, Mark Priadko
Competency Area	Executive Development

Pricing

Professional Member	\$4,700
Corporate Member	\$5,190
Non-Member	\$5,990

Professional Membership

To support continued knowledge sharing and networking, all participants who register in this course under a Department's Corporate Membership or as a non-Member will receive Professional Membership through to the end of this financial year included in their registration fee. This will ensure all participants have access to the latest ideas and research including subscriptions to the journals Public Administration Today and The Australian Journal of Public Administration.

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Schedule of Study Units

Providing Leadership PSPGOV511A	20 Feb
Complex Workplace Communication Strategies PSPGOV512A	8 Mar
Managing Performance PSPGOV519A	2 Apr
Ministerial Correspondence Writing	7 May
The Values and Ethos of the Public Sector PSPETHC501B	23 May
Compliance with Legislation PSPLEGN501B	12 Jun
Mechanics of Government	6 Jul
Developing Client Services PSPGOV502B	26 Jul
Promoting Diversity PSPGOV505A	16 Aug
Facilitating Change PSPGOV514A	3 Sep
Managing Budgets and Financial Plans BSBFIM501A	8 Oct
Developing Political Nous PSPGOV515A	31 Oct
Workplace Safety PSPOHS501A	12 Nov
Group Presentation Day	28 Nov

Second Intake

P2 - Providing Leadership PSPGOV511A	17 Jul
P2 - Complex Workplace Communication Strategies PSPGOV512A	9 Aug
P2 - Managing Performance PSPGOV519A	27 Aug
P2 - Ministerial Correspondence Writing	10 Sep
P2 - The Values and Ethos of the Public Sector PSPETHC501B	16 Oct
P2 - Compliance with Legislation PSPLEGN501B	1 Nov
P2 - Mechanics of Government	21 Nov
P2 - Developing Client Services PSPGOV502B	12 Dec
P2 - Promoting Diversity PSPGOV505A	5 Feb, 2013
P2 - Facilitating Change PSPGOV514A	19 Feb, 2013
P2 - Managing Budgets and Financial Plans BSBFIM501A	6 Mar, 2013
P2 - Developing Political Nous PSPGOV515A	14 Mar, 2013
P2 - Workplace Safety PSPOHS501A	28 Mar, 2013
P2 - Group Presentation Day	11 Apr, 2013

Unless otherwise specified, each study unit runs from 9.00 am – 4.30 pm with registration from 8.30 am.

Outcomes

This course will provide you a wide range of information & the opportunity to develop skills and strategies including:

- Managing ethically and providing values-based leadership
- Facilitating client focus policy, planning and service development
- Maximising the potential of workplace diversity – cultural, generational, gender
- Honing your communication skills and approaches
- Ensuring alignment of Public Sector work to legislation
- Facilitating safe and healthy work practices and environments
- Helping people to do their best to achieve the organisation's goals
- Managing budgets and financial plans
- Developing and using political nous
- Facilitating effective change processes
- Being able to identify the different types of ministerial responses
- Gaining an understanding of how to draft a ministerial response by reviewing real case studies
- Gain a nationally recognised qualification, the Diploma in Government (Management)
- Develop capabilities to manage in complex environments
- Create and develop skills in:
 - creating culture within an organisation that is open to change and innovation
 - understanding the nature of leadership and utilising personal influence and leadership styles
 - understanding and working within the Public Sector
 - being strategic within the workplace, including managing to achieve organisational objectives
- Raise your visibility within the organisation
- Create opportunity to meet and work with colleagues from across agencies within the SA Government

Benefits to Your Organisation

- Recognised professional development for upcoming leaders
- Enhances opportunities for a career path within Government into positions of greater responsibility and influence
- Provides opportunity to create valuable networks across South Australia
- Creates awareness of the issues faced across the South Australian Public Sector

Frequently Asked Questions

What makes this course different from other courses for the Diploma of Government?

The Public Sector Emerging Leaders course is broader. It covers more skills and includes additional opportunities over and above the Diploma. Our facilitators are also some of the best available. They understand the uniqueness and have experience within the Public Sector.

Can I get recognition for an existing qualification?

This depends on what the qualification is and if the National Training Framework provides recognition for it. If your qualification is recognised within the Diploma framework, you may be able to articulate those units and not have to undertake the assessment for these. We still recommend attendance on those days to reinforce your understanding.

If your qualification is not recognised within the Diploma framework, a process of Recognition of Prior Learning (RPL) is available at an additional cost. You may prefer to simply attempt the assessment for that unit instead.

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What is the last day to apply?

We recommend you register as soon as possible as our last intake of the course sold out. The last day to apply is Wednesday 27 January 2012.

How old or experienced are participants?

There are no set restrictions on age or experience. Participants from the previous intake of this course ranged in age and time within the Public Sector. What is more important is your motivation to develop into a leader.

Is attendance mandatory for all days?

The assessment for the course is integrated across the program so it is important that you are available for the full program to ensure your ability to qualify for the qualification.

Can I pay by instalments?

Unfortunately, IPAA is unable to accept payment by instalments; however, employers of participants are often very willing to sponsor the registration fee.

Is my organisation a Corporate Member?

All State Government departments and some Local Governments hold Corporate Memberships with IPAA. A current list of all Corporate Member Organisation is available under the Membership section of our website.

How will the assessment work?

At the beginning of the course, you will be supplied with details information about assessment. The assessment will be a combination of group and individual work and will be integrated across the study units.

The amount of time you will need to commit outside of the study units depends on your learning style and how much time you are willing to commit. We generally recommend allowing at least 3 hours between each session for assignments as a guide.

What is included in the registration fee?

The registration fee is comprehensive. It includes:

- comprehensive printed materials,
- morning/afternoon tea and lunch
- standard assessment
- issuing of an official Certificate of Completion of the Public Sector Emerging Leaders Program
- issuing of an official parchment once you qualify for the Diploma of Government (Management)
- registration to most IPAA forums and seminars
- Professional Membership of IPAA

The registration fee does not include any additional RPL or assessment requirements beyond the standard course.

Providing Leadership Unit Overview

You will gain an understanding of:

- principles of effective team operation
- principles of facilitation and empowerment
- group processes
- group dynamics
- range of leadership styles and the application of these to suit different groups and tasks
- learning and development in the workplace
- equal employment opportunity, equity and diversity principles
- occupational health and safety and environment legislation in the context of leading a workgroup

You will develop skills in:

- applying legislation, regulations, policies, procedures and guidelines
- providing leadership, supervision and performance feedback
- undertaking problem solving in a team environment
- using transparent decision making
- communicating with a diverse workplace including listening, facilitating, negotiating, mentoring
- responding to diversity, including gender and disability

Complex Workplace Communication Strategies Unit Overview

You will gain an understanding of:

- legislation, regulations, policies, procedures and guidelines relating to communication in the public sector

- the power and effect of spoken language
- knowledge of organisation processes and hierarchy
- techniques to deal with opposing views and positions
- emotional intelligence techniques
- organisational protocols and etiquette for communication in meetings
- communication strategies to suit different audiences, such as workgroup, organisational, inter-agency
- ways to influence the interpretation of spoken communication
- equal employment opportunity, equity & diversity principles
- public sector legislation such as occupational health and safety and environment in the context of high-level communication

You will develop skills in:

- applying legislation, regulations and policies relating to communication in the public sector
- analysing and using language structures and features that influence the interpretation of spoken communication
- interacting confidently with groups on familiar topics in formal and informal workplace situations
- speaking with confidence and listening critically
- clarifying meaning, exploring issues and problem solving
- responding to diversity, including gender and disability
- applying procedures relating to occupational health and safety and environment in the context of high-level communication

Managing Performance Unit Overview

You will gain an understanding of:

- legislation, regulations, policies, procedures and guidelines relating to performance management such as:
 - equal employment opportunity
 - grievance procedures
 - disciplinary procedures
 - code of conduct
 - privacy legislation
 - freedom of information
- organisation's performance management system
- organisation's learning and development system
- impact of learning and development opportunities on performance
- remuneration systems
- equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of performance management

You will develop skills in:

- applying legislation, regulations and policies relating to performance management
- giving feedback on performance
- maintaining confidentiality
- communicating with a diverse workforce including listening, questioning, clarifying, negotiating and managing conflict
- responding to diversity, including gender and disability
- identifying future learning and development requirements
- applying time management
- recordkeeping

- applying procedures relating to occupational health and safety and environment in the context of performance management

Writing Ministerial Correspondence Unit Overview

This unit will cover:

- an introduction to departmental, inter-agency and parliamentary processes that briefing materials are used for
- understanding the expectations and requirements for preparing written material for Ministers
- an outline of the core types of ministerials (briefings, complaint letters, etc)
- how to draft effective briefing materials and ministerial
- examples of content and writing techniques to fit processes, contexts and audiences
- use of contemporary case studies
- checklists and models for gathering information and writing ministerials

By the end of this unit, you will:

- have a greater understanding of what a Minister requires from responses prepared by agency staff.
- be able to identify the different types of ministerial responses.
- know what constitutes an effective ministerial response.
- be able to apply the skills to draft a ministerial response, by following a practical, step-by-step process

Values and Ethos of the Public Sector Unit Overview

You will gain an understanding of:

- public sector ethics
- organisational code of ethics/conduct
- legislation related to privacy, freedom of information, human rights, whistleblower protection
- procedural fairness
- equal employment opportunity, equity and diversity principles
- procedures for declaring conflicts of interest
- procedures or protocols for reporting unethical conduct
- occupational health and safety procedures relating to ethical work practices

You will develop skills in:

- applying ethical decision making/problem solving
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- using strategies to clarify understanding
- preparing written advice and reports requiring accuracy of expression

- accessing legislation and codes of ethics electronically or in hard copy
- responding to diversity, including gender and disability
- assisting others to apply occupational health and safety and environmental procedures relating to ethical work practices
- facilitating group discussions which gain consensus on contentious issues taking into account local needs and complying with the Code of Ethics for the South Australian Public Sector

Mechanics of Government Unit Overview

This unit will include:

- an overview of the Australian system of government, including; the constitution, the federal system, an outline of the role of the High Court and the three spheres of Government
- the role of parliament and the legislative process in relation to the Executive Branch and the Public Service (with examples from Commonwealth & SA Parliament)
- the role of Cabinet
- the role of the Public Service in policy development and service delivery
- the relationship between Cabinet and ministers, the Public Service and other public agencies
- recent developments in the public sector

By the end of this unit, you will:

- demonstrate a better understanding of the role of Government in Australia
- understand how the machinery of Government relates to current issues in public administration and policy development

Compliance with Legislation Unit Overview

You will gain an understanding of:

- legislation relating to the public sector (including occupational health and safety and environment)
- regulations, guidelines, policy, practices
- public sector codes of ethics/conduct
- government processes
- governance practices
- equal employment opportunity, equity and diversity principles

You will develop skills in:

- applying research and evaluation
- assisting other people in areas such as conflict resolution, coaching, problem solving
- reading and explaining complex and formal documents such as legislation and codes of ethics and applying them to work practices
- communicating with others involving exchanges of complex oral and written information
- responding to diversity, including gender and disability
- using technology skills to access legislation and guidelines electronically
- applying environmental and occupational health and safety procedures and promoting their use by others

Developing Client Services Unit Overview

You will gain an understanding of:

- principles of client service delivery in the public sector
- organisation specific client services available

- organisation client service standards
- client services provided by the organisation
- organisational goals and processes
- government processes
- limitations of resources for service delivery
- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of client service delivery

You will develop skills in:

- applying legislation, regulations and policies relating to client service
- recordkeeping and interpreting records
- monitoring and evaluation
- using a range of communication techniques with a diverse range of clients including negotiation and problem solving
- understanding of PS clients motivators and inhibitors
- identifying primary and secondary clients in the PS context
- analysing feedback on client service delivery
- responding to diversity, including gender and disability
- applying procedures relating to occupational health and safety and environment in the context of client service

Promoting Diversity Unit Overview

You will gain an understanding of:

- cultural diversity, including issues of racism, discrimination, harassment and victimisation
- benefits of workplace diversity
- strategies to overcome challenges associated with workplace diversity
- equal employment opportunity, access and equity principles
- productive diversity principles including flexibility, multiplicity, devolution, negotiation and pluralism
- the relationship between a culture of valuing diversity and the achievement of the organisation's core business plans and strategies
- institutional racism and resulting indirect discrimination
- jurisdictional legislation, instructions, directions and standards that underpin or impact on workplace diversity
- public sector policies, practices and procedures related to diversity

You will develop skills in:

- analysing diversity data
- planning and developing diversity objectives and effectiveness measures
- developing, monitoring and reporting on the progress of diversity strategies
- communicating with people from diverse backgrounds
- managing diverse teams

- applying intercultural management
- using communication involving exchanges of complex oral information
- exploring Ethical dilemmas and seeking outcomes consistent with the PS Code of Conduct
- using plain English in written documents

Facilitating Change Unit Overview

You will gain an understanding of:

- a range of change management models and tools and the application of these in the workplace
- organisational structure and culture
- group dynamics
- emotional intelligence

You will develop skills in:

- communicating with a diverse range of individuals at different levels in the organisation
- responding to diversity, including gender and disability
- problem solving in the context of managing ambiguity and change
- giving and receiving feedback, including 'managing up'
- influencing others
- monitoring and observation
- coaching and mentoring others in the change process
- managing the effects of change in the workplace, including occupational health and safety issues such as workplace stress

Managing Budgets and Financial Plans Unit Overview

You will gain an understanding of:

- Financial strategy and the Government's financial targets
- Developing a budget taking into account accrual accounting and activity levels
- What you need to do to be able to constructively participate in budget processes and influence budget decision making
- Analysing and reading financial statements and reports in order to draw conclusions about how your cost centre/project are performing
- Taking steps to control finances by modifying behaviour
- What you need to understand and how to comply with policies in your organisation and in the government

You will develop skills in:

- Understanding how your budget impacts on the Government's financial targets
- Developing a transparent budget with analytical rigour
- Approaches to reading financial statements to understand where your finances are now
- Identifying ways to control expenditure

Developing Political Nous Unit Overview

You will gain an understanding of:

- organisational policies and procedures
- organisational and public sector power structures and sources of power
- macro view of agendas, positions, and power
- government directions and agendas

- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment

You will develop skills in:

- undertaking research and analysis
- using a range of communication activities such as negotiating, consulting, influencing, bargaining, resolving conflict, networking, etc
- responding to diversity, including gender and disability
- applying risk management strategies
- applying procedures relating to occupational health and safety and environment in the context of the political environment

Workplace Safety Unit Overview

You will gain an understanding of:

- provisions of relevant occupational health and safety legislation
- principles and practice of effective occupational health and safety management
- workplace hazards
- Australian and New Zealand standards - AS/NZS 4360:1999
- range and selection of effective control measures
- organisational occupational health and safety management systems, policies and procedures needed for legislative compliance
- impact of characteristics and composition of the workforce on occupational health and safety management
- relevance of occupational health and safety management to other organisational management policies, procedures and systems

You will develop skills in:

- analysing the work environment, recognising hazards and judging occupational health and safety interventions
- evaluating the quality and effectiveness of written and oral workplace safety information and training provided to staff
- identifying inadequacies in procedures and control measures
- reading and explaining complex and formal documents such as legislation and codes of practice
- tailoring communication to suit different audiences, such as staff, senior management, safety representatives, inspectors
- preparing reports on workplace safety requiring precision of expression
- investigating hazardous events
- analysing workplace safety data
- assessing resources needed for risk control
- accessing legislation and codes of practice electronically or in hard copy
- responding to diversity, including gender and disability

Application for Extended Courses

How to register:

1. Ensure your employers support if they are providing the funds for the program
2. Complete this application form and return to IPAA before the closing date:
Mail: GPO Box 13, Adelaide SA 5000 **Fax:** 08 8212 0155 **Email:** registrations@sa.ipaa.org.au
3. IPAA will confirm via email that space is available and that your application has been accepted
4. IPAA will then provide you with an invoice using the details below.

If you have any questions about the program please contact IPAA on 8212 7555.

I am registering for:

- | | | |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Setting Your Direction:
Quarterly Group Coaching | <input type="checkbox"/> Public Sector Emerging Leaders
inc Diploma of Government
(Management) | <input type="checkbox"/> Leadership and People Skills
<input type="checkbox"/> Include optional assessment
(add \$95) |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|

Title: _____ First name: _____ Surname: _____

Position: _____

Division: _____ Classification: _____

Department: _____

Postal Address: _____

Phone (w): _____ Fax: _____ Mobile: _____

Email: _____

Dietary requirements: _____

Other comments: _____

Signed: _____ Date: _____

Please invoice:

- | | | |
|-----------------------------|------------------------------------------|--------------------------------------|
| <input type="checkbox"/> Me | <input type="checkbox"/> My organisation | <input type="checkbox"/> Other _____ |
|-----------------------------|------------------------------------------|--------------------------------------|

Please register me as a:

- | | | |
|----------------------------------------------|-------------------------------------------|-------------------------------------|
| <input type="checkbox"/> Professional Member | <input type="checkbox"/> Corporate Member | <input type="checkbox"/> Non-Member |
|----------------------------------------------|-------------------------------------------|-------------------------------------|

Pricing including GST.

	Setting Your Direction: Quarterly Group Coaching	Public Sector Emerging Leaders	Leadership & People Skills
Professional Member	\$810	\$4,700	\$1,263
Corporate Member	\$910	\$5,190	\$1,390
Non-Member	\$1,050	\$5,990	\$1,557

(Optional assessment \$95)

Terms & Conditions

IPAA will not refund or cancel applications for individuals who register without seeking prior approval. Once your application has been accepted you may substitute participants for the entire program at any time prior to the program commencing at no charge. If you are unable to find a substitute and withdraw from the program more than 10 business days before it commences an administration fee of \$200 is payable. If you withdraw from the program less than 10 business days before the program commences or during the program, the full price is still payable.

IPAA reserves the right to make such alterations to the program as circumstances dictate and will not accept responsibility for any errors, omissions or changes to speakers' information.