AFAC/AIPM Leadership Development Guide
Multi Agency 2020–2021
The AFAC/AIPM Leadership Development Guide 2020-21 enables public safety agencies to make purposeful investment decisions to support their development of leadership as a strategic organisational capability. The AIPM delivers contextually relevant executive leadership development strategies in partnership with public safety agencies.

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

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

This guide is the culmination of all of these processes leading into 2020–21. It includes the 2020–21 calendar, prices, rank / level participant guide, short descriptions and participant journey maps. In creating this guide we have sought to make the AIPM development strategies more transparent by actively encouraging partnership, alignment and collaboration with public safety organisations.

The participant journey maps indicate the importance of visiting fellows, mentors and AIPM/AFAC alumni in their executive leadership strategies. Along with public safety subject matter experts, they provide unique value in contextualising the complexity of policing and public safety across multiple jurisdictions. The visiting fellows and mentors provide tacit professional knowledge, experience and perspective to complement research, theories and development approaches. Importantly, the visiting fellows provide the close learning support essential for keeping the AIPM a trusted and psychologically safe learning environment.

To support the new calendar, on 1 April 2020 agencies will now indicate their commitments onto AIPM courses for the 2020-21 financial year. Nominations for these commitments are due on 1 May 2020.

Contact us
For more information about the AIPM leadership courses please contact us via afac@afac.com.au.

All nominations to be lodged via the AFAC nomination portal at: https://afac.submittable.com/submit
**AFAC/AIPM calendar 2020–21**

### 2020

**First semester**

**JULY**
- Executive Development Strategy 1: Residential 1
  13–17 July 2020
- Executive Development Strategy 3: 1/20-21
  20–24 July 2020

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

**SEPTEMBER**
- Executive Development Strategy 3: 2/20-21
  21–25 September 2020

**OCTOBER**
- Executive Development Strategy 1: Residential 2
  12–15 October 2020

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

**DECEMBER**
- Reservations for 2021–22 open
  2 December 2020

### 2021

**Second semester**

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

**MARCH**
- Executive Development Strategy 3: 3/20-21
  1–5 March 2021
- Executive Development Strategy 2: Residential 3
  22–24 March 2021

**APRIL**
- Balance: Leading for Inclusion: 2/20-21 — Phase 3
  28–30 April 2021

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

**JUNE**
- Graduate Certificate - 2/20-21
  21 June–2 July 2021
<table>
<thead>
<tr>
<th>Team Leader Station Officer etc.</th>
<th>Executive Level 1 Inspector</th>
<th>Executive Level 2 Superintendent</th>
<th>SES Band 1 Commander Chief Superintendent</th>
<th>SES Band 2 Assistant Commissioner</th>
<th>SES Band 3 Deputy Commissioner</th>
<th>Multi-Agency Price</th>
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<tr>
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<td>AIPM annual delivery</td>
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Executive Development Strategy 1 (EDS1)

AIPM EDS1 strengthens the leadership capability of senior executives in policing and public safety for ensuring all-of-organisation performance. EDS1 also builds the leadership capacity for future ready organisations, ensuring ongoing performance, confidence and trust for tomorrow.

AIPM EDS1 is overtly preparatory in supporting the readiness of senior executive officers to succeed in the challenges of the principal leadership role as Commissioner or Chief Executive Officers.

Through peer-based learning, facilitated discussions, coaching and organisational support, participants explore different approaches for success and leadership through the complexity of multiple internal, cross-agency and cross-boundary perspectives.

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

**Duration**
- 9 months

**Residential duration**
- 12 days at the AIPM

**Price**
- $20,997 + GST (multi-agency)

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

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**Participant journey map**

**Organisational learning**
- Diagnostics
- Personal learning

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

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

**Learning conversation**

<table>
<thead>
<tr>
<th>AIPM Workshop 1</th>
<th>AIPM Workshop 2</th>
<th>AIPM Workshop 3</th>
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<tr>
<td>5 days</td>
<td>4 days</td>
<td>3 days</td>
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<tr>
<td>13-17 July 20</td>
<td>12-15 Oct 20</td>
<td>22-24 Feb 21</td>
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**Peer learning**
- *2020–2021*

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**Coaching 1**
- 5 days
- 13-17 July 20

**Coaching 2**
- 4 days
- 12-15 Oct 20

**Coaching 3**
- 3 days
- 22-24 Feb 21

**Annual ongoing collective learning**
Executive Development Strategy 2 (EDS2)

AIPM EDS2 enhances the capabilities of participants to work more effectively with their senior executive team. EDS2 will sharpen their ability to make better decisions for organisational alignment and strategy and support their role in technological, cultural and operational renewal.

AIPM EDS2 builds on the effectiveness of the ANZPLS2. EDS2 offers a broader range of development strategies including organisational engagement and personal coaching to complement peer-based learning and AIPM facilitation.

EDS2 prepares executives for the challenges of leading across the organisation and across agencies. Participants explore the changing leadership expectations, especially for knowledge, wellness, diversity, collaboration, accountability, technical expertise and political nous, from the business area to the organisational level.

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

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

Price
- $18,897 + GST (multi-agency)

Who should attend?
Executives with the capability and desire to take up senior executive roles.

Participant journey map

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

Organisational learning
Diagnostics
Personal learning

Learning conversation
AIPM Workshop 1
- 5 days
- 10-14 Aug 20

Coaching 1
AIPM Workshop 2
- 4 days
- 2-5 Nov 20

Coaching 2
AIPM Workshop 3
- 3 days
- 22-24 Mar 21

Coaching 3
Annual ongoing collective learning

Peer learning
2020–2021
Executive Development Strategy 3 (EDS3)

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

AIPM EDS3 is purposely designed to reflect the diversity and complexity of the modern organisation in meeting the needs of both high performing and high potential participants. For many participants, EDS3 will be their introduction to a diversity of leadership development approaches including personal learning through coaching, organisational learning through manager-participant commitments and peer based learning through residential workshops and digital engagement.

EDS3 draws upon peer and organisational perspectives of contemporary tensions including policy, operations, executive and team to help participants identify and take responsibility for their own leadership and learning journey.

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

Duration
- 4 months
- Residential duration: 5 days at the AIPM

Price
- $7,397 + GST (multi-agency)

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

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

- Onboarding conversation
- Personal learning
- AIPM residential workshop 5 days
- Peer to peer conversations
- Online cohort reconnections
- AIPM Visiting Fellows
- Alumni peer support
- Future 3-way commitment (AIPM – participant – organisation)

- Workplace challenge
- Organisational learning
- Workplace task
Graduate Diploma of Executive Leadership  
(Policing and Emergency Services)

The AIPM Graduate Diploma is a personal and organisational commitment to education and leadership development. The length and depth of study required for success demonstrates commitment, resilience and intellectual agility.

Leadership development through academic study builds a leader’s maturing capability for high levels of critical thought and enables them to be a more discerning user of research. The AIPM Graduate Diploma focusses on the role of executives in organisational leadership.

Recent design changes to the residential session shift the focus from individual completion to group based collective achievement. The residential session actively nurtures a diversity of leadership thinking and innovation in practice for achieving better organisational outcomes.

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

Duration
- 11 months

Residential duration
- 2 weeks at the AIPM

Price
- $15,997 + GST (multi-agency)

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

Participant journey map

<table>
<thead>
<tr>
<th>Nominations due</th>
<th>1 May 2020</th>
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<tr>
<td>Residential dates</td>
<td>3–14 May 2021</td>
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Distance Education 701S1
- Contemporary Leadership

Distance Education 701S2
- Power, Politics and Policy Development

AIPM Visiting Fellows
- 11 months

AIPM Residential 701S3
- Executive Leadership Development

AIPM Residential 701S4
- Strategic Policy Review

AIPM 2 week residential

Contemporary Leadership

Power, Politics and Policy Development

Executive Leadership Development

Strategic Policy Review
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.

Key dates
2 December 2019
Reservations open
1 May 2020
Nominations due
1 July 2020
1/20–21 Distance education begins
1 February 2021
2/20–21 Distance education begins

Duration
6 months

Residential duration
2 weeks at the AIPM

Price
$10,997 + GST (multi-agency)

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

Participant journey map

Nominations due
1 May 2020

Cohort residential dates
1/2020–21
23 Nov–4 Dec 20
2/2020–21
21 June–2 July 21

Distances Education 60151
Distance Education 60154

AIPM Residential 60152
AIPM Residential 60153

Personal learning
Peer learning

Foundations of Strategic Management
Contemporary Issues in Public Safety
AIPM Visiting Fellows

Strategic Analysis and Planning
Leadership and Organisational Change
AIPM 2 week residential

6 months
Balance: Leading for Inclusion

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

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

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

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**Key dates**

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

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**Duration**

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

**Price**

- $6,297 + GST (multi-agency)

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**Who should attend?**

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

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**Participant journey map**

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

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

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**Balance Mentors and AIPM Visiting Fellows**

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**3 months**
Frontline: Leading for Performance

Frontline: Leading for Performance is a foundational development opportunity for building effective leadership practices and personal growth for team leaders and operational supervisors.

Better organisational performance is supported by frontline leaders capable of deploying a range of effective leadership approaches to meet the challenges posed by an increasingly complex operational environment and an increasingly diverse community and workforce.

Frontline: Leading for Performance explores leadership from the perspective of complexity and diversity, with a focus on encouraging individual capability and desire for continual growth and learning.

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

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

Residential duration
5 days at the AIPM

Program price
$4,517 + GST (multi-agency)

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

Participant journey map

Nominations due
1 May 2020

Cohort residential dates
1/2020–21
31 Aug–4 Sep 20
2/2020–21
24–28 May 21
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 reimagination of policing to find new ways to create better public safety.

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

**Residential duration**
- 2 days at the AIPM

**Program price**
- $2,047 + GST (multi-agency price)

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

**Participant journey map**

- [Diagram showing the journey map, including key stages such as Pre-workshop questionnaire, Peer learning, AIPM two-day residential workshop, etc.]

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