



**Institute of
Public Administration
Australia NSW**

1 JULY - 31 DECEMBER 2017

COURSE GUIDE

CONNECTING PEOPLE AND IDEAS

Course Index - alphabetical

Advanced Presentation Skills	9	Introduction to NSW Public Sector Procurement (Online)	36
Analysing and Interpreting Financial Reports ...	25	Job Application and Interview Skills.....	8
Applied Project Management	32	Managing Regional Staff: Working Together Apart	15
Behaviour Styles: Individual and Teams.....	12	Managing to Improve Performance	15
Building a Credible Business Case	11	Negotiation and Conflict Resolution Skills.....	23
Building and Managing Your Budget	12	Outrage! Managing Highly Controversial Issues	16
Building and Sustaining Resilience.....	13	PCTP Level 2 Effective Procurement Capabilities	31
Business Acumen	8	Performance Conversations – The Good, The Bad and The Ugly.....	29
Change Leadership – What’s New.....	13	Policy Development: Advanced.....	33
Contract Management Essentials	31	Policy Development: The Basics	34
Cost-Benefit Analysis	26	Policy Process.....	17
Customer Service	9	Presentation and Facilitation Skills.....	23
Dealing with Difficult Situations and Behaviours	13	Process Mapping and Analysis for Improved Efficiency.....	8
Developing a Dispute Management System.....	14	Program Evaluation	30
Developing and Writing Operational Policies and Procedures.....	33	Project Management Fundamentals	32
Developing High-Performing Teams	14	Risk Management	16
Economics for Non-Economists.....	26	Running Great Meetings	11
Essentials for New Managers.....	28	Speech Writing Made Easy	10
Ethical Problem-Solving and Decision-Making..	17	Springboard: Women’s Development Program.....	16
Executive Finance – Mastering Your Financial Environment.....	27	Strategic Analysis	30
Expanding Your Leadership Capabilities.....	28	Taking Good Minutes.....	24
Facilitation Skills	9	The Resilience Advantage™.....	17
Finance Essentials for NSW Government	12	Time Management	22
Finance for Non-Finance Managers.....	27	Upholding the Rights of People with Disability: A Training Package	34
Fundamentals for Supervisors	29	Writing: Grammar and Punctuation	11
Great Managers Program (Online)	36	Writing Ministerial Correspondence	24
Great Managers Program (Customised for agencies).....	14	Writing Plain English	10
Improve Performance through Coaching	15	Writing Plain English Briefs	25
Information Security Awareness (Online)	37		
Innovative and Analytical Problem-Solving.....	22		
Inside Government.....	35		
Interpersonal Communication Skills	10		
Introduction to Government (Online).....	37		



PRESIDENT'S MESSAGE

Welcome to the Professional Development Program of the Institute of Public Administration Australia (IPAA NSW).

In the context of the challenges to our political system and the rise of populism, it is critically important to have a competent, professional public sector that succeeds in its delivery of policies, programs and services.

The public sector needs to be highly engaged, responsive and citizen-centric; with an ability to continually build confidence in initiatives being developed and delivered.

This is the role of IPAA NSW – supporting ongoing performance improvement and actively building a highly competent public sector.

Our courses are tailored to meet the unique needs of our sector and develop the specialised skills and capabilities that you will need to perform in your role and progress in your career. Our courses are also designed from an understanding that our working world is not the same as the private or not-for-profit sectors and a recurring theme across all our courses is a discussion of that difference.

Professional development is essential as the nature of work in the public sector changes. While there are still areas requiring specialist technical skills, a successful public sector career increasingly demands the ability to develop new areas of expertise and the capability to adapt to innovative ways of thinking and working. This will become even more important as the next wave of the digital revolution washes into all public and private sector workplaces.

Whether you join us in a traditional face-to-face session or through one of our online training opportunities, I hope that you find your professional development with IPAA challenging and enjoyable.

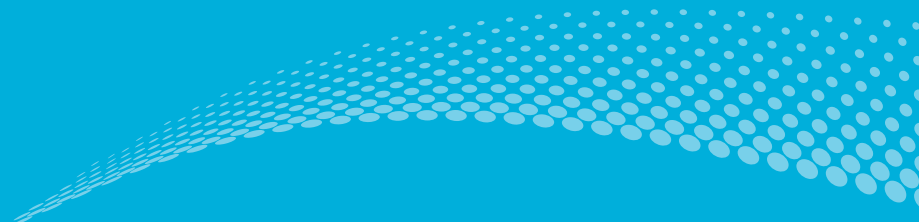
Martin Hoffman

President, IPAA New South Wales

As a leading training provider for those who work in and with the public sector, IPAA NSW is recognised for its outstanding service and for providing relevant, high quality, cost-effective learning and development solutions. Our courses are aligned to the NSW Public Sector Capability Framework and designed to develop the knowledge, skills and capability of public sector employees.



**Institute of
Public Administration
Australia NSW**



CUSTOMISED PROGRAMS

Customised Programs

IPAA NSW brings capability training directly to your workplace through our in-house courses which are customised to meet the training requirements of your team at a time and location of your choice.

Programs are designed to specifically address the capability development needs of your organisation. We can customise any of the public courses currently on offer, or develop new courses that address skills gaps.

Content from your organisation – including case studies, policies and procedures – is incorporated into the programs, to ensure participants engage with relevant and realistic learning activities.

IPAA NSW matches the most appropriate facilitator to the needs of your organisation and offers flexibility in content, mode, duration and timetabling.

Our course facilitators are discipline experts, leading professionals and industry practitioners with extensive knowledge of the public sector and adult learning. They can easily facilitate customised learning opportunities for diverse groups.

Customised Agency Programs are a cost-effective way to deliver face-to-face capability training to groups of eight or more people (maximum 20). IPAA NSW can further support capability development through blended and online solutions using our learning technologies.

IPAA NSW delivers to public sector organisations, local government and organisations in the private and not-for-profit sectors. Programs can be developed and delivered anywhere in NSW and interstate.

Contact our Professional Development Coordinator on 02 8223 8418 or email info@nsw.ipaa.org.au to find customised solutions for your organisation's learning and development needs.



Customised Programs Index

Customised Programs are aligned to the Capability Development Framework

Career Management

Job Application and Interview Skills.....	8
---	---

Commercial Acumen

Business Acumen	8
Process Mapping and Analysis for Improved Efficiency.....	8

Communication Skills

Advanced Presentation Skills	9
Customer Service	9
Facilitation Skills	9
Interpersonal Communication Skills	10
Speech Writing Made Easy	10
Writing Plain English	10
Writing: Grammar and Punctuation	11
Running Great Meetings	11

Finance

Building a Credible Business Case	11
Building and Managing Your Budget	12
Finance Essentials for NSW Government	12

Leadership and Management

Behaviour Styles: Individual and Teams.....	12
Building and Sustaining Resilience.....	13
Change Leadership – What’s New.....	13
Dealing with Difficult Situations and Behaviours.....	13
Developing High-Performing Teams	14
Developing a Dispute Management System	14
Great Managers Program (Customised for Agencies)	14
Improve Performance Through Coaching	15
Managing Regional Staff: Working Together Apart.....	15
Managing to Improve Performance.....	15
Outrage! Managing Highly Controversial Issues.....	16
Risk Management	16
Springboard: Women’s Development Program	16
The Resilience Advantage™.....	17

Public Policy

Ethical Problem-Solving and Decision-Making.....	17
Policy Process	17

Job Application and Interview Skills

Do your best ever job application, cover letter and interview! Practical, easy-to-understand skills

Capability: Manage Self

- Improve your performance at interviews
- Learn how to apply for a new job or your old one, including during restructures
- Understand application processes and interviews

FACILITATOR/S	Merryl Semple, Simon Smith
----------------------	----------------------------

Business Acumen

Increase the knowledge and awareness of key financial, economic and operational principles

Capability: Optimise Business Outcomes

- Understand how businesses operate
- Learn how to read business financial reports
- Recognise the way in which businesses develop and evolve strategy

FACILITATOR/S	Paul Vorbach, Stuart Patch
----------------------	----------------------------

Process Mapping and Analysis for Improved Efficiency

Learn the most effective and widely used techniques for process documentation, analysis and improvement

Capability: Optimise Business Outcomes | Plan and Prioritise

- Gain greater understanding of how work is being done to meet customer and stakeholder expectations
- Improve financial and operational controls and performance
- Develop checklists and templates that can be applied in the workplace

FACILITATOR/S	Kevin Riley
----------------------	-------------

Over 5,000 people benefit from our courses each year.

Advanced Presentation Skills

A comprehensive workshop focusing on advanced presentation skills

Capability: Communicate Effectively

- Deliver influential presentations with credibility and a professional presence to a senior audience
- Respond to perceived audience reception and confidently change tactics mid-presentation
- Understand the strategies of moving a meeting or audience towards a shared conclusion

FACILITATOR/S	Isabel Deeble
----------------------	---------------

Customer Service

This course provides customer service staff with the skills to deal with customers effectively

Capability: Commit to Customer Service

- Understand why customer service matters to public sector organisations
- Understand the customer service value chain
- Develop key capabilities required by customer-facing and call centre staff

FACILITATOR/S	Harrold Burman, Andrew McDuie
----------------------	-------------------------------

Facilitation Skills

Build confidence, skills and appropriate techniques for facilitating groups and meetings

Capability: Communicate Effectively

- Deliver outcomes and clear actions when facilitating groups and internal and external stakeholder meetings
- Manage difficult behaviours in facilitated situations
- Adopt the most useful structures and processes to achieve consensus and make decisions

FACILITATOR/S	Sarah Barlow
----------------------	--------------

Over 5,000 people benefit from our courses each year.

Interpersonal Communication Skills

Including how to say 'no' and keep the other person onside

Capability: Communicate Effectively

- Identify and practise fundamental strategies to manage a range of professional communication
- Learn to send clear messages
- Use clever questions to uncover important information

FACILITATOR/S

Bernadette Harris

Speech Writing Made Easy

A step-by-step guide for writing a work-related speech

Capability: Communicate Effectively

- Learn how to make your speech appealing
- Obtain a step-by-step guide for writing a work-related speech
- Be able to match the speech to the speaker and the event

FACILITATOR/S

Dennise Harris

Writing Plain English

Develop a process to write reader-friendly documents

Capability: Communicate Effectively

- Gain confidence in making a document easier to read
- Apply a step-by-step guide to writing clear and effective documents for work
- Learn how to take the clutter out of language and off the page

FACILITATOR/S

Dennise Harris

Over 5,000 people benefit from our courses each year.

Writing: Grammar and Punctuation

A refresher course in modern punctuation and grammar using the public sector workplace as a context

Capability: Communicate Effectively

- Learn the rules of grammar and punctuation that you will need at work
- Obtain answers to your questions
- Learn how to edit your work more professionally

FACILITATOR/S	Dennise Harris
----------------------	----------------

Running Great Meetings

Run effective meetings, develop skills to manage difficult meetings and gain new ideas for increasing participation

Capability: Communicate Effectively

- Learn how to run meetings more effectively and productively
- Gain skills to manage difficult meetings and increase participation
- Obtain practical strategies to keep control of meetings

FACILITATOR/S	Dennise Harris
----------------------	----------------

Building a Credible Business Case

Prepare business cases for projects to be submitted for a Gateway Review

Capability: Finance

- Learn to build the 'right' business case
- Develop your understanding of the requirements and connection between business case guidelines and the Gateway Review Process
- Effectively address the service needs

FACILITATOR/S	Janelle Wallace, Caroline Hawkless
----------------------	---------------------------------------

Over 5,000 people benefit from our courses each year.

Building and Managing Your Budget

Underpin budget development and gain the key tools to monitor, manage and forecast budget outcomes

Capability: Finance

- Understand the key budget elements
- Recognise the key assumptions that underpin budget development
- Develop key indicators to monitor budget performance

FACILITATOR/S

Kevin Riley

Finance Essentials for NSW Government

Provides fundamental skills and knowledge to support the NSW Government Financial Management Framework

Capability: Finance

- Gain knowledge of financial terms and basic financial transactions
- Understand the key financial reports and what they tell you
- Increase your awareness of the NSW Government Financial Management Framework

FACILITATOR/S

Stuart Patch, Paul Vorbach

Behaviour Styles: Individual and Teams

Become a more self-aware, well-rounded and effective team member and leader

Capability: Manage Self

- Understand people's behaviour styles and workplace priorities
- Recognise your personal strengths, limitations and interpersonal challenges as well as those of others you work with
- Learn to work more productively with less team conflict

FACILITATOR/S

Isabel Deeble

Over 5,000 people benefit from our courses each year.

Building and Sustaining Resilience

Learn practical skills to remain calm and focused in challenging situations and develop resilience-building strategies that work

Capability: Display Resilience and Courage

- Recognise subtle stress signals before they become chronic
- Develop techniques to think clearly and make good decisions under pressure
- Build personal strategies to build and sustain resilience

FACILITATOR/S	Merryl Semple
----------------------	---------------

Change Leadership – What's New

Base your change leadership practice on the latest neuroscience research

Capability: Manage Reform and Change

- Make effective change leadership an integral part of everyday leadership practice
- Develop change plans that support employees to readily adopt workplace change
- Use leadership actions that move employees towards the change (not away from change!)

FACILITATOR/S	Robyn Mercer
----------------------	--------------

Dealing with Difficult Situations and Behaviours

Strengthen your capacity to address difficult issues and behaviours through more productive approaches

Capability: Influence and Negotiate

- Use a structured approach for resolving particularly challenging or contentious situations
- Deal effectively and confidently with difficult behaviour
- Discover effective strategies for dealing with difficult situations and behaviours

FACILITATOR/S	Phillip Hart
----------------------	--------------

Over 5,000 people benefit from our courses each year.

Developing High-Performing Teams

Enhance team performance by developing trust, communication, conflict management, commitment and accountability

Capability: Inspire Direction and Purpose

- Enhance team performance and results
- Learn to encourage your team members to be fully engaged and committed
- Increase team accountability

FACILITATOR/S	Sandra Wood
----------------------	-------------

Developing a Dispute Management System

Develop a dispute management system to suit your agency and particular circumstances

Capability: Influence and Negotiate

- Resolve disputes more systematically and effectively, cutting the hidden and visible costs of conflict
- Address disputes responsibly, safely and productively, encouraging improved behaviours and outcomes
- Develop a dispute management system using an approach that is fast, efficient, robust and transparent

FACILITATOR/S	Phillip Hart
----------------------	--------------

Great Managers Program (Customised for agencies)

Build a strong foundation towards becoming a resourceful and inspiring leader

Capability: Manage and Develop People

- Build a strong foundation of emotional intelligence to become a resourceful and inspiring leader
- Increase confidence and competence in having critical conversations and managing difficult situations
- Learn how to develop, motivate and engage your staff to increase productivity and performance

FACILITATOR/S	Sandra Wood
----------------------	-------------

Over 5,000 people benefit from our courses each year.

Improve Performance Through Coaching

Learn how to effectively coach employees to support great performance and ongoing engagement

Capability: Manage and Develop People

- Learn how to apply a range of practical coaching techniques that can be used to support engagement, assist change and promote autonomy and problem-solving in all employees
- Develop a range of coaching questions including those that support improved problem-solving, autonomy, resilience, personal change and goal achievement
- Improve performance by building employee ownership of coaching agreements

FACILITATOR/S	Robyn Mercer
----------------------	--------------

Managing Regional Staff: Working Together Apart

Provides practical solutions to issues faced by managers of remote staff, from controlling emails to maintaining motivation and commitment

Capability: Manage and Develop People

- Develop effective methods of managing your regional and remote staff
- Learn techniques to build effective workplace relationships in geographically dispersed teams
- Build confidence to supervise and manage regional staff and manage effectively when things go wrong at a distance

FACILITATOR/S	Bernadette Harris
----------------------	-------------------

Managing to Improve Performance

Learn effective performance management techniques to analyse performance problems and develop targeted strategies to gain the best outcome

Capability: Manage and Develop People

- Conduct a performance conversation
- Understand the NSW Public Sector's Performance Development Framework and its components
- Understand the process for managing unsatisfactory performance

FACILITATOR/S	Bernadette Harris
----------------------	-------------------

Over 5,000 people benefit from our courses each year.

Outrage! Managing Highly Controversial Issues

Learn the practical strategies for dealing with highly controversial and highly charged issues

Capability: Influence and Negotiate | Manage and Develop People

- Address serious tension and conflict among internal or external stakeholders
- Encourage stakeholder acceptance, cooperation and compliance on controversial issues
- Move towards constructive outcomes in difficult circumstances

FACILITATOR/S	Phillip Hart
----------------------	--------------

Risk Management

An introduction to risk management and an explanation of standards associated with risk management

Capability: Demonstrate Accountability

- Understand the key elements of risk management
- Recognise how to analyse and treat risk
- Learn how to apply the ISO 31000 International Risk Management Standard

FACILITATOR/S	Paul Vorbach, Stuart Patch
----------------------	----------------------------

Springboard: Women's Development Program

Enhance your performance and learn to make positive decisions about your personal and work options

Capability: Manage and Develop People | Manage Self

- Identify clear, practical and realistic ways to take greater control over your work and life
- Value yourself, your strengths and your capabilities for participants from all backgrounds
- Build practical skills and increase confidence to progress further in your career

FACILITATOR/S	Deb Elliott
----------------------	-------------

Over 5,000 people benefit from our courses each year.

The Resilience Advantage™

Learn proven techniques and strategies to measurably strengthen resilience, improve decision-making and increase productivity

Capability: Display Resilience and Courage

- Learn powerful techniques to boost performance, resilience and quality of life
- Apply learning in real-time to monitor personal improvements in resilience and be less reactive, think clearly and make good decisions under pressure
- Develop personal strategies to build and sustain resilience for improved relationships, physiology and performance

FACILITATOR/S	Merryl Semple
----------------------	---------------

Ethical Problem-Solving and Decision-Making

Build the core concepts and skills to solve problems and make decisions ethically and proficiently

Capability: Act with Integrity

- Promote workplace behaviours and decisions based on robust ethical principles
- Anticipate and avoid instances of unethical conduct, and deal with them as they arise
- Encourage a sound problem-solving approach to address ethical challenges and dilemmas

FACILITATOR/S	Phillip Hart
----------------------	--------------

Policy Process

Learn more about policy and how it is developed, implemented and evaluated

Capability: Think and Solve Problems

- Gain a better understanding of all aspects of the policy process and the political context of public policy-making
- Improve anticipation, identification and analysis of policy challenges
- Understand the organisational policy in the context of NSW Government and community needs

FACILITATOR/S	Dr Randal Stewart
----------------------	-------------------

Over 5,000 people benefit from our courses each year.

FREE COURSE FOR
NSW PUBLIC SECTOR

Do you buy goods and services on behalf of the government?

We have developed the course, **Introduction to NSW Public Sector Procurement**, in partnership with NSW Procurement. We are pleased to offer it free to all NSW public sector staff.

The online and self-paced course enables participants to learn the fundamental principles of procurement and follow standard ordering, receipting and payment processes on behalf of the NSW Government.



Institute of
Public Administration
Australia NSW



Institute of
Public Administration
Australia NSW

www.ipaa.org.au



NSW
Procurement

In partnership with NSW Procurement

IPAA NSW INTRODUCTION TO NSW PUBLIC SECTOR PROCUREMENT

Do you buy goods and services on behalf of the government? Learn about the fundamental principles and context of procurement in the NSW Public Sector.

IPAA NSW - LEADING TRAINING PROVIDER FOR THE PUBLIC SECTOR

OVERVIEW

This Introduction to NSW Public Sector Procurement online course covers the fundamental principles of procurement in the NSW Public Sector and enables participants to follow standard ordering, receipting and payment processes on behalf of the NSW Government.

Participants will learn how to:

- comply with legal, administrative and governance frameworks that apply to procurement in the NSW public sector
- undertake simple low-value, low-risk procurement on behalf of NSW Government
- prevent corruption in procurement.

BENEFITS TO YOU

On completion of the course you will be able to:

- apply the principles of probity in procurement and reduce risk to your professional reputation
- undertake procurement activities with increased confidence
- demonstrate understanding of key Government objectives such as achieving value for money.

BENEFITS TO YOUR ORGANISATION

Your organisation will benefit from:

- access to training for employees in regional and remote locations or with flexible working arrangements – the training can be done anywhere, anytime

- improved organisational compliance with NSW Government procurement policy and legislation
- reduced organisational risk due to and corruption prevention in procurement activities
- increased engagement of business units with the procurement function, resulting in better procurement decision-making and contract management
- increased value for money achieved in procurement transactions across the agency.

CONTACT

For more information visit the website course listing at: www.nsw.ipaa.org.au/courses/2016-2017/introduction-to-nsw-public-sector-procurement
Phone 02 8223 8418 or email info@nsw.ipaa.org.au for course or registration enquiries.

REGISTER NOW

COST:

FREE!

to all NSW public
service employees
as a result of a partnership between
IPAA NSW and NSW Procurement

MODULES

MODULE 1
What is procurement?

MODULE 2
Procurement in the
NSW public sector

MODULE 3
Legal, administrative and
governance frameworks

MODULE 4
Preventing corruption in
procurement

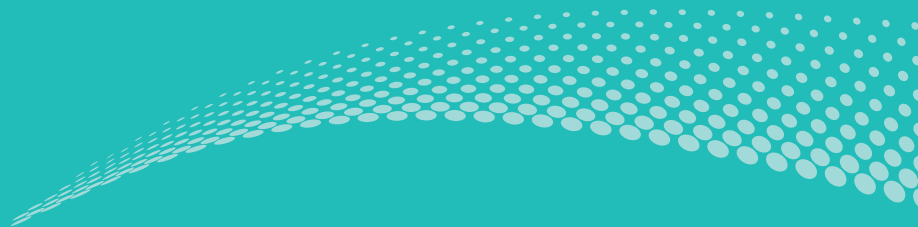
MODULE 5
Undertaking simple procurement

DELIVERY

- Self-paced and online
- Five 30 minute self-paced online modules
- Access to the training for 365 days
- Tracked completion reportable to agencies
- Certificate awarded on successful completion

FURTHER INFORMATION

Find this course listed at www.nsw.ipaa.org.au/courses under the Procurement and Compliance heading or contact IPAA directly on **02 8223 8418** or info@nsw.ipaa.org.au for the flyer or to arrange in-house delivery of this course.



PUBLIC TRAINING PROGRAM

Public Training Program

The IPAA NSW Public Training Program is designed to meet the training needs of the public sector and is recognised for delivering relevant, high-quality, cost-effective learning and development programs that are aligned with the NSW Public Sector Capability Framework.

The content of each course is based on research conducted with public sector organisations and support current government policy directions.

IPAA's suite of training providers including academics, consultants, subject matter experts, and individual facilitators are leading experts in their subject matter, and bring the courses to life through practical application, case studies and interactive content.

For further information, contact our Professional Development Coordinator at IPAA on 02 8223 8418 or go to nsw.ipaa.org.au.



Public Training Programs Index

Public Training Programs are aligned to the Capability Development Framework

Career Management

Time Management	22
-----------------------	----

Communication Skills

Innovative and Analytical Problem-Solving	22
Negotiation and Conflict Resolution Skills	23
Presentation and Facilitation Skills	23
Taking Good Minutes	24
Writing Ministerial Correspondence	24
Writing Plain English Briefs	25

Finance

Analysing and Interpreting Financial Reports	25
Cost-Benefit Analysis	26
Economics for Non-Economists	26
Executive Finance – Mastering Your Financial Environment	27
Finance for Non-Finance Managers	27

Leadership and Management

Essentials for New Managers	28
Expanding your Leadership Capabilities	28
Fundamentals for Supervisors	29
Performance Conversations – The Good, The Bad and The Ugly	29
Program Evaluation	30
Strategic Analysis	30
Great Managers Program (Online)	36

Procurement and Compliance

Contract Management Essentials	31
PCTP Level 2 Effective Procurement Capabilities	31
Introduction to NSW Public Sector Procurement (Online)	36

Project Management

Applied Project Management	32
Project Management Fundamentals	32

Public Policy

Developing and Writing Operational Policies and Procedures	33
Policy Development: Advanced	33
Policy Development: The Basics	34
Upholding the Rights of People with Disability: A Training Package	34

Technology

Information Security Awareness (Online)	37
---	----

Understanding Government

Inside Government	35
Introduction to Government (Online)	37

Time Management

Learn to use practical strategies and tactics to become more effective and productive

Capability: Manage Self

- Learn to effectively deal with changing and competing priorities to complete work tasks and respond flexibly to changing circumstances
- Improve productivity by eliminating time robbers
- Maintain equilibrium while managing pressure situations at work

CLASS SIZE: 20

FACILITATOR/S	Sarah Barlow
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	07SEP

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Innovative and Analytical Problem-Solving

Strengthen your skills and develop your problem-solving capacities through innovative and analytical thinking

Capability: Think and Solve Problems

- Solve challenging problems effectively using sophisticated innovative and analytical thinking
- Strengthen your awareness and conscious application of different types of thinking
- Choose from a range of important problem-solving tools and use them confidently

CLASS SIZE: 16

FACILITATOR/S	Phillip Hart
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	26OCT

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Negotiation and Conflict Resolution Skills

Build your skills and confidence in influencing others, dealing with conflicts and resistance, resolving differences and achieving successful results

Capability: Communicate Effectively | Influence and Negotiate

- Increase your success in difficult negotiations, disagreements and disputes
- Prepare for, manage and resolve challenging situations more effectively
- Deal confidently and assertively with power tactics, anger, frustration, resistance and negativity

CLASS SIZE: 16

FACILITATOR/S	Phillip Hart, Fiona Hollier
LENGTH	Two Days
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	13DEC + 14DEC

COSTS incl. GST

MEMBER	\$1,133
NON-MEMBER	\$1,199
GROUP BOOKING	\$1,155

Presentation and Facilitation Skills

Learn the basic principles and effective delivery skills of presentation and facilitation

Capability: Communicate Effectively

- Accurately and clearly explain work-related information to different audiences
- Prepare and deliver short presentations using clear language, graphics and other visual aids
- Confidently handle unplanned responses in a question and answer context, staying on point

CLASS SIZE: 20

FACILITATOR/S	Isabel Deeble
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	07DEC

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Taking Good Minutes

Learn sensible and practical strategies for taking minutes

Capability: Communicate Effectively

- Learn how to identify what goes in and is left out of minutes
- Improve your listening for the key points
- Develop strategies for when taking minutes is difficult

CLASS SIZE: 20

FACILITATOR/S	Dennise Harris
LENGTH	One Day
TIME	9.00am - 4.30pm
VENUE	Christie Conference Centre
DATE	20JUL, 14DEC

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Writing Ministerial Correspondence

Prepare letters for ministerial signature

Capability: Communicate Effectively

- Prepare letters for a minister's approval and signature
- Identify key elements of a ministerial reply
- Write accurately and with political sensitivity

CLASS SIZE: 20

FACILITATOR/S	Dennise Harris
LENGTH	One Day
TIME	9.00am - 4.30pm
VENUE	Christie Conference Centre
DATE	28NOV

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Writing Plain English Briefs

Increase your competency in writing briefs in the public sector

Capability: Communicate Effectively

- Increase your competency in writing briefs to meet the expectations of your managers
- Know how to structure your briefs so they are on one page and do not keep coming back to you for correction
- Learn to produce recommendations based on sound advice and clear arguments

CLASS SIZE: 20

FACILITATOR/S	Dennise Harris
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	16AUG, 23NOV

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Analysing and Interpreting Financial Reports

Enhance confidence and decision-making ability when using financial reports

Capability: Finance

- Learn how to read financial reports
- Identify and analyse financial trends and KPIs
- Improve links between financial analysis and non-financial performance drivers

CLASS SIZE: 20

FACILITATOR/S	Kevin Riley
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	21JUL

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Cost-Benefit Analysis

An introduction to the principles and practice of cost-benefit analysis

Capability: Finance

- Understand the principles and practice of cost-benefit analysis
- Recognise the major issues in conducting cost-benefit analysis
- Apply your knowledge through practical case studies of cost-benefit analysis

CLASS SIZE: 20

FACILITATOR/S	Dr Peter Abelson
LENGTH	Two Days
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	29NOV + 30NOV

COSTS incl. GST

MEMBER	\$1,133
NON-MEMBER	\$1,199
GROUP BOOKING	\$1,155

Economics for Non-Economists

Understand the nature of economics and its role in the development of public policies

Capability: Finance

- Learn how the economy and markets work
- Understand government budgets and the role of government in managing the economy
- Value the role of economics in developing public policy

CLASS SIZE: 20

FACILITATOR/S	Dr Peter Abelson
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	17OCT

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Executive Finance – Mastering Your Financial Environment

Gain a strategic overview of the NSW Financial Management Framework and requirements in order to master the financial environment

Capability: Finance

- Understand the application of the NSW Financial Management Framework
- Learn about the application of costing techniques for decision-making
- Become confident in budgeting and forecasting financial performance

CLASS SIZE: 20

FACILITATOR/S	Kevin Riley
LENGTH	One Day
TIME	9.00am – 5.00pm
VENUE	Christie Conference Centre
DATE	07DEC

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Finance for Non-Finance Managers

Gain an overview of financial concepts, language and tools to assist in managing budgets successfully

Capability: Finance

- Gain a better understanding of basic finance and accounting principles
- Strengthen your ability in budget and financial management
- Improve your budget planning skills including cost-benefit analysis

CLASS SIZE: 20

FACILITATOR/S	Stuart Patch, Paul Vorbach
LENGTH	One Day
TIME	9.00am – 5.00pm
VENUE	Christie Conference Centre
DATE	14SEP, 06DEC

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Essentials for New Managers

Increase your understanding of yourself and your team to improve your time, stress and performance management

Capability: Manage and Develop People

- Understand the essential skills for people in supervisory positions
- Manage people, time and delegate work more effectively
- Enhance professional networking and progress as a manager

CLASS SIZE: 20

FACILITATOR/S	Bernadette Harris
LENGTH	Two Days
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	07NOV + 08NOV

COSTS incl. GST

MEMBER	\$1,133
NON-MEMBER	\$1,199
GROUP BOOKING	\$1,155

Expanding Your Leadership Capabilities

Explore the nature of leadership and build skills necessary to make a difference in the workplace

Capability: Inspire Direction and Purpose

- Identify the role of leadership and management within the workplace
- Lead positive change, enhance staff performance and reduce resistance
- Recognise personal leadership strengths and develop a plan of action to continue leadership development beyond the program

CLASS SIZE: 20

FACILITATOR/S	Bernadette Harris
LENGTH	Two Days
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	12SEP + 13SEP

COSTS incl. GST

MEMBER	\$1,133
NON-MEMBER	\$1,199
GROUP BOOKING	\$1,155

Members save more! Join today.

Fundamentals for Supervisors

Improve the interpersonal skills necessary for effective supervision and develop strategies to address resistance in the workplace

Capability: Manage and Develop People

- Engage staff in productive one-to-one performance conversations
- Provide feedback on performance
- Develop confidence to supervise staff, including poorer performers

CLASS SIZE: 20

FACILITATOR/S	Bernadette Harris
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	15AUG

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Performance Conversations - The Good, The Bad and The Ugly

Give constructive feedback and manage difficult, repeat or challenging performance issues and/or behaviours at work

Capability: Communicate Effectively | Influence and Negotiate

- Equip yourself to have difficult conversations with employees by managing emotions and constructive communication
- Deal with inappropriate behaviour including people who are aggressive, cynical and negative
- Diagnose and identify actions to effectively facilitate feedback to people who reject all feedback

CLASS SIZE: 20

FACILITATOR/S	Sarah Barlow
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	17OCT

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Program Evaluation

Learn practical approaches to evaluating your agency's programs and services

Capability: Optimise Business Outcomes

- Design program evaluations in-line with the NSW government's evaluation framework and policy
- Evaluate your agency's programs and services and know whether they are making a difference
- Understand the strengths and weaknesses of different types of evaluation

CLASS SIZE: 20

FACILITATOR/S	Greg Masters
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	26OCT

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Strategic Analysis

Make a difference when addressing complex, challenging and enduring problems

Capability: Think and Solve Problems

- Establish strong foundations for addressing complex, challenging and enduring problems
- Use a proven, practical and successful approach to high-quality strategic analysis
- Improve the reliability and efficacy of your strategic planning

CLASS SIZE: 16

FACILITATOR/S	Phillip Hart
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	15NOV

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Contract Management Essentials

Develop contract management capabilities to improve contractual outcomes and reduce costs for agencies

Capability: Procurement and Contract Management

- Understand the role of contracting in the contemporary NSW public sector and government-owned corporations
- Plan an effective contract strategy
- Comprehend the legal fundamentals in contracting

CLASS SIZE: 20

FACILITATOR/S	Stuart Patch, Paul Vorbach
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	15AUG

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

PCTP Level 2 Effective Procurement Capabilities

Learn the complete life cycle of a routine procurement in the NSW public sector

Capability: Procurement and Contract Management

- Apply the NSW Government regulatory and policy framework to a procurement activity
- Plan and conduct a procurement
- Approach the market and manage a contract

CLASS SIZE: 20

FACILITATOR/S	Paul Vorbach, Stuart Patch
LENGTH	Three Days
TIME	9.00am - 5.00pm
VENUE	Cliftons
DATE	22AUG - 24AUG, 28NOV - 30NOV

COSTS incl. GST

MEMBER	\$1,441
NON-MEMBER	\$1,540
GROUP BOOKING	\$1,474

Members save more! Join today.

Applied Project Management

Expand your project management skills and take a leadership role in projects

Capability: Project Management

- Expand your skills with more advanced tools and techniques in project management and take a leadership role in projects
- Learn how to effectively estimate costs and resources required for more complex projects and develop project plans
- Develop and evaluate project outcomes and draw lessons from the project for continuous improvement

CLASS SIZE: 20

FACILITATOR/S	Stuart Patch, Kestrel Stone
LENGTH	Two Days
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	01NOV + 02NOV

COSTS incl. GST

MEMBER	\$1,133
NON-MEMBER	\$1,199
GROUP BOOKING	\$1,155

Project Management Fundamentals

Learn practical project management tools and techniques

Capability: Project Management

- Use a practical framework for planning and managing projects
- Expand your skills in project management
- Learn to monitor and evaluate project progress against identified goals

CLASS SIZE: 20

FACILITATOR/S	Stuart Patch, Kestrel Stone
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	10AUG, 21NOV

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

Developing and Writing Operational Policies and Procedures

A guide to writing clear, concise policies and procedures to deliver services and implement government policy

Capability: Communicate Effectively

- Translate high-level policy into workable operations
- Understand how to develop a business case
- Learn to apply the principles of project management to implement a new policy or procedure

CLASS SIZE: 20

FACILITATOR/S	Dr Randal Stewart
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	05DEC

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Policy Development: Advanced

Understand all aspects of the policy process and learn skills to formulate, advise and implement strategy policy outcomes

Capability: Think and Solve Problems

- Gain a better understanding of all aspects of the policy process
- Increase confidence in undertaking complex policy tasks
- Learn to lead a policy team in beginning, developing and arguing a policy to a decision point

CLASS SIZE: 20

FACILITATOR/S	Dr Randal Stewart
LENGTH	Two Days
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	06DEC + 07DEC

COSTS incl. GST

MEMBER	\$1,133
NON-MEMBER	\$1,199
GROUP BOOKING	\$1,155

Members save more! Join today.

Policy Development: The Basics

Develop your capability and behavioural skills to develop and formulate policy and engage stakeholders

Capability: Think and Solve Problems

- Increase ability to undertake relevant policy research
- Gain confidence in defining and analysing policy problems
- Become familiar with the outcomes focus in policy

CLASS SIZE: 20

FACILITATOR/S	Dr Randal Stewart
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	19OCT

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Upholding the Rights of People with Disability: A Training Package

Explore in depth the Rights of People with Disability and how to apply the United Nations Convention and *NSW Disability Inclusion Act* to policy and project work

Capability: Act with Integrity | Value Diversity

- Learn why human rights for people with disability matter and how the Convention on the Rights of Persons with Disabilities has shaped contemporary disability reforms
- Challenge your views on disability and how you can respond to people with disability in your own work
- Develop skills in applying human rights when developing and implementing policies, projects or programs

CLASS SIZE: 20

FACILITATOR/S	Australian Human Rights Commission
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	TBA
DATE	TBA

COSTS incl. GST

MEMBER	\$FREE
NON-MEMBER	\$FREE
GROUP BOOKING	\$FREE

Members save more! Join today.

Inside Government

An introduction to the Australian system of government

Capability: Act with Integrity

- Understand the main feature elements of the Constitution and Australian federalism
- Understand the Westminster system, responsible government and the machinery of government in NSW
- Gain an understanding of recent public sector reforms and the role of the public servant

CLASS SIZE: 20

FACILITATOR/S	Greg Masters
LENGTH	One Day
TIME	9.00am - 5.00pm
VENUE	Christie Conference Centre
DATE	08NOV

COSTS incl. GST

MEMBER	\$693
NON-MEMBER	\$726
GROUP BOOKING	\$704

Members save more! Join today.

To find out more, go to www.nsw.ipaa.org.au

Online Courses

Great Managers Program (Online)

Build a strong foundation towards becoming a resourceful and inspiring leader

Capability: Manage and Develop People

- Build a strong foundation of emotional intelligence to become a resourceful and inspiring leader
- Increase confidence and competence in having critical conversations and managing difficult situations
- Learn how to develop, motivate and engage your staff to increase productivity and performance

CLASS SIZE: 12

FACILITATOR/S	Sandra Wood
LENGTH	12 Months
TIME	9.00am - 5.00pm
VENUE	Online
DATE	30AUG, 18OCT

COSTS incl. GST

MEMBER	N/A
NON-MEMBER	\$2,955 (Fixed Fee)
GROUP BOOKING	\$2,660

Introduction to NSW Public Sector Procurement (Online)

Do you buy goods and services on behalf of the government? Learn about the fundamental principles of procurement in the NSW Public Sector.

Capability: Procurement and Contract Management

- Understand procurement in the context of the NSW public sector
- Identify legal, administrative and governance frameworks that apply to procurement in the NSW public sector
- Undertake simple low-value, low-risk procurement on behalf of NSW Government

CLASS SIZE: N/A

FACILITATOR/S	N/A
LENGTH	Self-Paced
TIME	N/A
VENUE	Online
DATE	N/A

COSTS incl. GST

NSW GOVT. EMPLOYEE	Free of Charge
NON-MEMBER	\$160
GROUP BOOKING	N/A

Members save more! Join today.

Information Security Awareness

Gain the essential knowledge you need to ensure security of your agency's information assets

Capability: Demonstrate Accountability

- Equip yourself with essential knowledge about information security that can be applied on a daily basis
- Increased security of agency information assets
- Reduce physical security incidents

CLASS SIZE: N/A

FACILITATOR/S	N/A
LENGTH	Self-Paced
TIME	N/A
VENUE	Online
DATE	N/A

COSTS incl. GST

MEMBER	Free of Charge
NON-MEMBER	Free of Charge
GROUP BOOKING	Free of Charge

Introduction to Government (Online)

An introduction to the structures and institutions of Australian government, the public sector and the role of the modern public servant

Capability: Act with Integrity

- Understand the Australian system of government, including parliamentary democracy, federalism, separation of powers and responsible government
- Understand how politicians, public servants and others move opportunities to real world solutions
- Understand how ethics and values inform public sector policy, practice and decision making

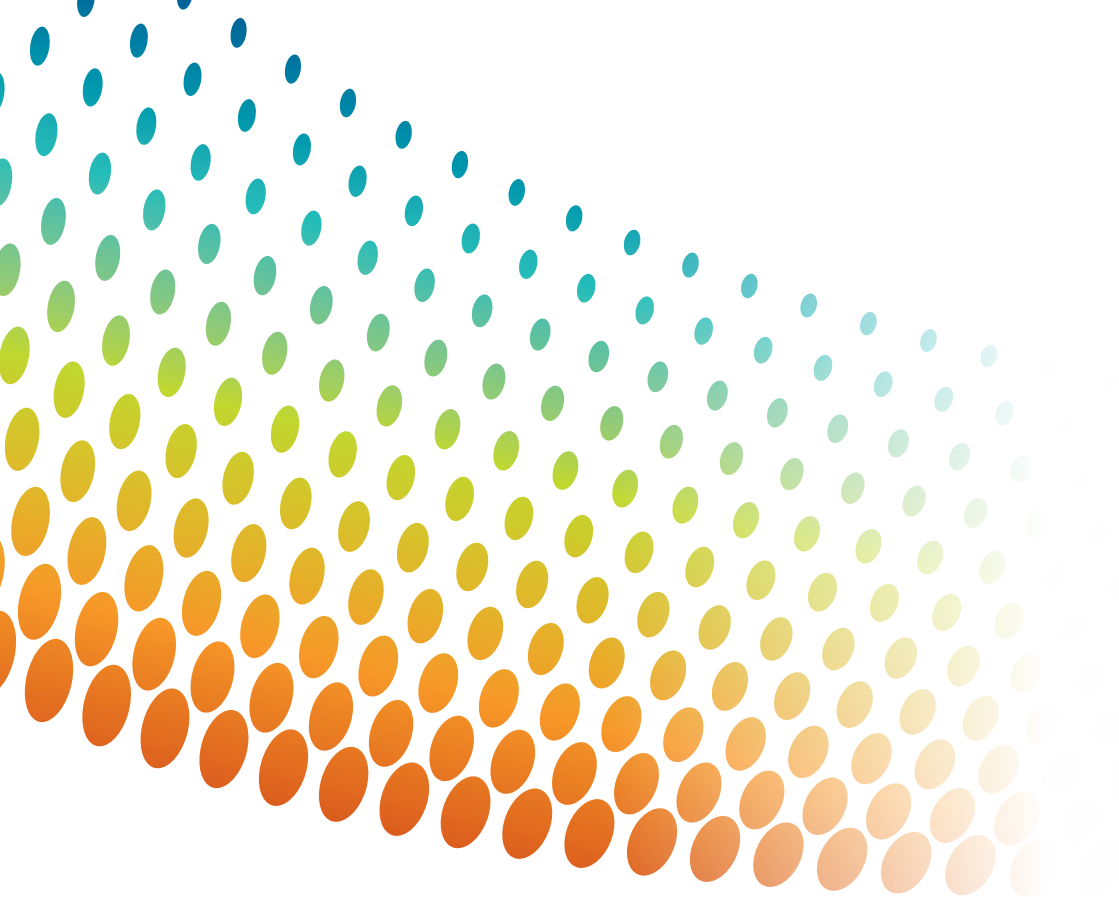
CLASS SIZE: 25

FACILITATOR/S	Kate Joyner
LENGTH	8 Weeks
TIME	12.00pm - 12.50pm
VENUE	Online
DATE	20SEP

COSTS incl. GST

MEMBER	\$180
NON-MEMBER	\$190
GROUP BOOKING	\$200

Members save more! Join today.



**Institute of
Public Administration
Australia NSW**