AUSTRALIAN PUBLIC SECTOR TRAINING

apst

Programs
built specifically
for the Australian
government
sector

Contents

About Australian Public Sector Training

Overview

Australian Public Sector Training (APST) is Australia's only training provider focussed solely on the capability development of people working in government organisations, and was founded specifically to address the unique challenges faced by people working in this sector.

The organisation was established when its founders, having delivered programs to public sector organisations for many years, recognised that there was a distinct lack of training providers that were truly focussed on, and therefore truly understood, the capability needs of people working in/for the public sector.

We use our in-depth public sector knowledge and experience to design and deliver programs with the precise needs of government staff at their core - fit-for-purpose, cost-effective, and outcomes-driven capability development solutions.

Furthermore, our Client Solutions Managers, Instructional Designers, Workshop Facilitators, and Coaches work closely with our clients to contextualise the delivery of our learning solutions to meet the specific needs of each organisation and their workshop participants.

As a result, APST offers some of Australia's leading public sector focussed non-award courses, as well as nationally accredited Certificate IV and Diploma programs. For example, our signature programs, the Professional Certificate in Public Sector Leadership and Management, and the Professional Certificate in Public Sector Project Management, continue to be extremely popular, measuring highly across all survey areas.

With staff across Australia, APST offers a national delivery capability to city, rural, and remote locations, meaning we can deliver onsite, regardless of where you are located. However, mindful of some of the geographical challenges Australia presents many organisations for delivering face-to-face, we also offer online and virtual workshops that can be delivered in isolation or as part of a blended solution.

For more information on how APST can work with your organisation to ensure your staff are prepared for success, please review the solutions in this brochure and/or contact us via 1300 790 311 or enquiries@APSTraining.com.au to organise a chat with one of our Client Solutions Managers.

Our Mission

To provide our clients and workshop participants with the very highest standards in service, experience, value for money, and learning outcomes. When a person attends an Australian Public Sector Training program, it guarantees that they have attended training that ensures improvement in confidence, capability, and performance.

Our Vision

To firmly establish Australian Public Sector Training as Australia's leading provider of Public Sector capability development programs in relation to the number of organisations we deliver to, the number of participants attending our workshops, and, most importantly, the quality of our learning outcomes.

Locations

APST has staff across Australia, meaning we can deliver programs to city, rural, and remote locations, as well as internationally.

Partnership Approach

Exceptional Client Support
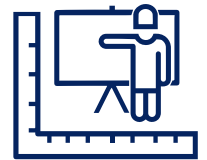
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Partnership Approach

APST's business strategy focusses on high quality capability development. To achieve this, we develop a close partner relationship with our clients, working with them to design and develop relevant and highly effective professional development programs for their public sector managers and staff.

As an integral part of our client-partner approach, your program(s) will be managed by one of our highly experienced Client Solutions Managers who will work closely with you to clarify your needs and expectations, oversee the development of course content, select appropriate workshop facilitators, and, if required, enlist any other APST colleagues appropriate to the consultation process. Put simply, your APST Client Solutions Manager is responsible for making sure your program achieves all expectations.

Of course, learning is not simply achieved through the delivery of training, so APST works with our clients to ensure that a strategy, built on the 70-20-10 principle, is in place to ensure program participants are well prepared for their training, and have the ability, with support from their managers and co-workers, to fully transfer their new skills and knowledge after their training.

Focussed on the Australian Public Sector

We are experts because we focus solely on developing the capabilities of people working in the Australian public sector. This focus has meant that, over many years of working with local, state, and federal government and government owned organisations, we have gained an in-depth understanding of their leadership and management requirements and, most importantly, what they need to be highly capable, confident, and productive.

Benchmark Training Programs

APST programs are designed and developed to achieve the highest levels in learning outcomes and return on investment. Supporting our position as one of the leading providers of business and leadership training in Australia are the following statistics:

- A Senior Management Team with over 70 years of combined Learning and Development industry experience
- Over 90% of clients surveyed state the #1 reason they engage with us is due to 'reliability in achieving targeted learning outcomes'
- Our participant feedback surveys consistently show:
  - an average overall satisfaction rate of over 90%
  - an average self-assessed improvement in confidence and capability of over 50%
  - that they would be keen to attend another ASPT workshop
  - that they would be happy to recommend us to their colleagues
- Client data that shows an increase in engagement and tenure in staff that have attended on of our workshops

Outstanding Facilitators

All APST workshop facilitators are not just subject matter experts in their field of expertise, but have in-depth experience of working in and/or with Australian public sector organisations. This experience more readily creates credibility and trust with the workshop participants, and enables the facilitators to draw on real-world experience when offering information and advice on specific areas of development.

Contextualised Delivery

While the content and structure of all APST workshops have been designed and developed to address the essential capability development needs of public sector managers and staff, we do not assume that one-size-fits-all. Therefore, all workshop delivery is contextualised to meet the unique needs of your organisation/staff at no additional cost.

How We Achieve Learning Outcomes

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Preparing Participants to Learn

For participants new to an ASPT program, we offer the following pre-program Learning to Learn online workshops to assist in ensuring they are fully prepared for, and get the most from, their learning experience:

- Creating a personal training plan
- How to learn
- Pre-workshop preparation
- Transferring learning

Impacting on the 70:20:10

Time and again, research shows that the most successful capability development is achieved when online, virtual, and face-to-face learning is implemented, practised, and coached in the workplace. For this reason, and further to the provision of our Learning to Learn online modules (mentioned previously), APST encourages the formation of post-workshop participant peer-coaching groups.

These groups, typically consisting of 3-5 participants, meet approximately 4 weeks after a workshop to share, discuss, and advise on their learning implementation experiences, a strategy that has been proven to have a significant impact on learning outcomes.

APST also offers post-workshop one-on-one and/or group coaching to further assist participants in the successful transfer of their learning and address any issues participants may still be experiencing.

Blended Learning

In addition to our Learning to Learn online workshops, and to further prepare program participants for their upcoming face-to-face or virtual workshop(s), APST provides short (5-10 minute) online learning modules for each subject. These modules offer insights into the topic of learning, encouraging participants to consider the key aspects of the topic they need to develop, as well as providing tools and advice on successfully transferring their new knowledge and skills to the workplace.

Client Support

From booking facilitators, training rooms, and catering, to enrolling participants, organising workshop materials, and online learning logins, our dedicated Client Support Team ensures the efficient and reliable delivery of programs so that our clients don't need to.
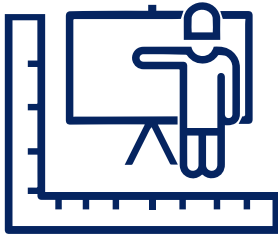
Custom Programs

In addition to our established programs, ASPT works closely with clients to design and develop fully contextualised workshops to develop capabilities not addressed in standard programs.

See page 17 for more information.

Experiential Workshops

ASPT workshops are not lectures. They are highly engaging, activity- and discussion-based workshops that draw on the established adult learning principles of:

1. Self-directing – adults are autonomous and self-directing.
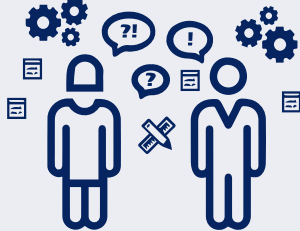**2. Learn by doing** – adults learn best through experiences.
3. Relevance – adults require learning content that is meaningful and relevant to them, their lives and their work.
4. Experience – adults learn best when drawing upon past experiences and when referencing case scenarios and examples that they can relate to.
5. Sensory learning – adults benefit from multi-sensory learning and teaching methods.
6. Practice – the more an adult learner can practise new skills, competencies, or the application of knowledge, the more transformational impact the learning intervention will have.
7. Personal Development – adults need their personal desires and ambitions considered when planning and delivering adult learning programs.
8. Involvement – effective adult learning programs have planned for learner feedback and consultation.

For more information, see the 'Blended Delivery Format' section on page 12

Diagnostics and Profiling

To increase self-awareness and provide powerful insights as to how an individual can best impact on their colleagues and/or team, ASPT offers a suite of accredited diagnostic and profiling tools including DiSC, Skillscope Leadership 360, True Colours, PCTI, HBDI, TMPQ, GENOS, SHL, Myers-Briggs, LSI, and TLCP.

See pages 22/23 for more information.

Online Workshops

ASPT's extensive library of online business and leadership training programs enables our clients to provide their public sector managers and staff with the flexibility to learn anytime and anywhere.

See pages 18/19/20/21 for more information

Virtual Workshops

APST offers all of its programs in virtual format for either full cohorts or part-virtual/part-face-to-face cohorts.

See page 16 for more information.

The ASPT Guarantee

ASPT looks to build genuine partnerships with its clients and maintain its reputation as a training provider of the very highest standards. Thus, we guarantee we will only propose to deliver programs that we are confident will achieve the targeted learning outcomes.

Professional Certificates

Our Professional Certificate courses provide the comprehensive knowledge and skills of a VET qualification with the flexibility of non-award program

Professional Certificates are a series of short courses selected to develop the critical professional skills needed to succeed in specific roles and/or fields.

A key aspect of Professional Certificates is that they are awarded for completion of a specified volume of learning, rather than assessments, meaning they provide the comprehensive knowledge and skills of a qualification with the agility and flexibility of non-accredited programs.

Our Professional Certificate courses have been built to address the capability needs of public sector managers in two key areas - Leadership and Management, and Project Management.

While the content and structure of our Professional Certificate Programs have been designed and developed to address the essential capability development needs of public sector managers and staff, we do not assume that one-size-fits-all. Therefore, all workshop delivery is contextualised to meet the unique needs of your organisation/staff at no additional cost.

To be awarded with an APST Professional Certificate, participants must fully complete eight workshop topics, i.e. the online learning, face-to-face workshop, and one-on-one coaching sessions for eight separate topics.

Please note: Professional Certificates are a recognition of attendance and achievement of learning and, as such, are not a formal AQF qualification.

Delivery Format

The nature of Professional Certificates allows for exceptional flexibility in delivery; however, to achieve the maximum in learning outcomes, APST recommends delivering one blended workshop topic (online learning, followed by the face-to-face facilitated workshop, followed by peer and/or one-on-one coaching) every 4-6 weeks.

Learning to Learn

For participants new to an APST program, we highly recommend our four Learning to Learn pre-program online workshops:

• Creating a personal training plan
• How to learn
• Pre-workshop preparation
• Transferring learning

Program 1:

Professional Certificate in Public Sector Leadership and Management

APST's Professional Certificate in Public Sector Leadership and Management has been designed and developed to build the key knowledge and skills identified as essential to be an effective public sector supervisor/manager, and offers the following workshop topic options:

• **An Introduction to Change Management**
• An Introduction to Effective Decision-Making Skills
• **An Introduction to Emotional Intelligence**
• **Coaching and Developing Staff**
• **Communicating Effectively in the Workplace**
• Designing Presentations That Engage
• **Discussing Performance with Staff**
• Diversity Awareness: Introduction to Diversity
• Holding Productive One-on-One Meetings with Your Team
• **Managing and Resolving Conflict**
• Managing Remote and Virtual Teams
• Managing Teams for Better Performance
• Problem-Solving and Creativity
• Professional Business Writing Skills
• Mental Health Awareness for Managers
• **Safety Leadership**
• Strategies to Manage Stress in the Workplace
• **The Fundamentals of Great Leadership**
• Transitioning from Employee to Manager
• Workplace Health and Safety Fundamentals

Please note: **Eight topics must be fully completed** for participants to receive the APST Professional Certificate. **The topics in bold** are those recommended by APST for public sector employees. If fewer than eight topics are selected/completed, an APST and client co-branded, and client-named, course certificate can be provided and/or individual Certificates of Attendance issued for each topic completed.

Professional Certificates

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Program 2:

The Professional Certificate in Public Sector Project Management

APST's Professional Certificate in Public Sector Project Management has been designed and developed to build the key knowledge and skills identified as essential for public sector project managers to effectively manage and lead projects, and offers the following workshop topic options:

- **The Four Stages of Project Management**
- Practical ideas for the Four Stages
- Selecting a Framework
- **Scheduling and Deliverables**
- **Tasks, Time, and Resources**
- **Leading the Project Team**
- **Managing Communication**
- Project Meetings
- Reporting and KPIs
- **Costs, Risks, and Quality**
- **Scope Management**
- Handling Scope Creep
- Change Management
- **Feedback, Review, and Improvement**

Please note: While only eight topics must be fully completed for participants to receive the APST Professional Certificate, **we would recommend participants complete all topics for maximum impact on project outcomes.** If only eight topics are to be completed, **the topics in bold are those recommended by APST for public sector employees.** If fewer than eight topics are selected/completed, an APST and client co-branded, and client-named, course certificate can be provided and/or individual Certificates of Attendance issued for each topic completed.

VET Qualifications

For organisations looking for award programs, we offer Certificate IV and Diploma qualifications in both Leadership and Management, and Project Management

- **BSB42015** Certificate IV in Leadership and Management
- **BSB41515** Certificate IV in Project Management Practice
- **BSB51918** Diploma of Leadership and Management
- **BSB51415** Diploma of Project Management

Learning to Learn

For participants new to an APST program, we highly recommend our four Learning-to-Learn pre-program online workshops:
- **Creating a personal training plan**
- **How to learn**
- **Pre-workshop preparation**
- **Transferring learning**

BSB42015 Certificate IV in Leadership and Management

For organisations to be as productive and profitable as possible, they require outstanding leadership at every level. Furthermore, highly capable public sector managers, team leaders, and supervisors provide an essential link between an organisation's senior leadership team and frontline staff.

APST's Certificate IV in Leadership and Management has been developed using our in-depth understanding of the needs of public sector managers and their staff to provide the comprehensive knowledge and skills required to successfully move into a leadership role.

Core units

- **BSBLDR401** Communicate effectively as a workplace leader
- **BSBLDR402** Lead effective workplace relationships
- **BSBLDR403** Lead team effectiveness
- **BSBMGT402** Implement operational plan

Elective Units (six to be selected)

- **BSBCUS402** Address customer needs
- **BSBCRT401** Articulate, present, and debate ideas
- **BSBREL402** Build client relationships and business networks
- **BSBWOR404** Develop work priorities
- **BSBREL401** Establish networks
- **BSBRSK401** Identify risk and apply risk management processes
- **BSBWHS401** Implement and monitor WHS policies, procedures, and programs to meet legislative requirements
- **BSBMGT403** Implement continuous improvement
- **BSBLDR404** Lead a diverse workforce
- **BSBCMM401** Make a presentation
- **BSBADM405** Organise meetings
- **BSBINN301** Promote innovation in a team environment
- **BSBFIA412** Report on financial activities
- **BSBMGT401** Show leadership in the workplace
- **BSBHRM405** Support the recruitment, selection, and induction of staff
- **BSBPMG522** Undertake project work
- **BSBWRT401** Write complex documents

Please note: **The topics in bold** are those recommended by APST for public sector employees.

Units

- **BSBPMG409** Apply project scope management techniques
- **BSBPMG410** Apply project time management techniques
- **BSBPMG411** Apply project quality management techniques
- **BSBPMG412** Apply project cost management techniques
- **BSBPMG413** Apply project human resources management approaches
- **BSBPMG414** Apply project information management and communications techniques
- **BSBPMG415** Apply project risk management techniques
- **BSBPMG416** Apply project procurement procedures
- **BSBPMG418** Apply project stakeholder engagement techniques

Please note: **All nine units of this qualification are considered to be core and must be completed.**

BSB51918 Diploma of Leadership and Management

The Diploma of Leadership and Management is an ideal qualification for those with a Certificate IV, and/or those who have already worked in a leadership role for a few years and are looking to take their capabilities and career to the next level.

The program focusses on developing the knowledge and skills participants need to manage themselves as well as their team, by exploring the critical capabilities that make an effective manager - leadership, business acumen, and people performance.

Core Units

- **BSBMGT517** Manage operational plan
- **BSBWOR502** Lead and manage team effectiveness
- **BSBLDR502** Lead and manage effective workplace relationships
- **BSBLDR511** Develop and use emotional intelligence

BSB41515 Certificate IV in Project Management Practice

Project success relies, not just on the knowledge and skills of the project manager(s), but on those of the entire project team.

APST's Certificate IV in Project Management Practice provides a solid understanding of the fundamental principles of project management, and equips participants with the capability and confidence to take their place in a project team or lead small-to-medium-sized projects themselves.

Units
- **BSBPMG409** Apply project scope management techniques
- **BSBPMG410** Apply project time management techniques
- **BSBPMG411** Apply project quality management techniques
- **BSBPMG412** Apply project cost management techniques
- **BSBPMG413** Apply project human resources management approaches
- **BSBPMG414** Apply project information management and communications techniques
- **BSBPMG415** Apply project risk management techniques
- **BSBPMG416** Apply project procurement procedures
- **BSBPMG418** Apply project stakeholder engagement techniques

Please note: **All nine units of this qualification are considered to be core and must be completed.**

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The Diploma of Leadership and Management is an ideal qualification for those with a Certificate IV, and/or those who have already worked in a leadership role for a few years and are looking to take their capabilities and career to the next level.

The program focusses on developing the knowledge and skills participants need to manage themselves as well as their team, by exploring the critical capabilities that make an effective manager - leadership, business acumen, and people performance.

Core Units
- **BSBMGT517** Manage operational plan
- **BSBWOR502** Lead and manage team effectiveness
- **BSBLDR502** Lead and manage effective workplace relationships
- **BSBLDR511** Develop and use emotional intelligence

Elective Units (eight to be selected)
- BSBINN502 Build and sustain an innovative work environment
- **BSBWHS501 Ensure a safe workplace**
- **BSBMGT516 Facilitate continuous improvement**
- BSBPMG522 Undertake project work
- **BSBFIM501 Manage budgets and financial plans**
- **BSBADM502 Manage meetings**
- **BSBMGT502 Manage people performance**
- BSBWOR501 Manage personal work priorities and professional development
- **BSBRSK501 Manage risk**
- BSBLED501 Develop a workplace learning environment
- BSBLDR504 Implement diversity in the workplace
- BSBLDR513 Communicate with influence

Please note: The topics in bold are those recommended by APST for public sector employees.

Diploma of Project Management

The Diploma of Project Management is an ideal qualification for project team leaders, or people working within projects looking to develop the skills and knowledge required to successfully manage projects and provide their project team with effective leadership. It develops the critical knowledge and skills needed to plan, execute, lead, and finalise projects competently and confidently.

Units
- BSBPMG511 Manage project scope
- BSBPMG512 Manage project time
- BSBPMG513 Manage project quality
- BSBPMG514 Manage project cost
- BSBPMG515 Manage project human resources
- BSBPMG516 Manage project information and communication
- BSBPMG517 Manage project risk
- BSBPMG521 Manage project integration
- BSBPMG518 Manage project procurement
- BSBPMG519 Manage project stakeholder engagement
- BSBPMG520 Manage project governance
- BSBMGT516 Facilitate continuous improvement

Please note: All twelve units of this qualification are considered to be core and must be completed.

*Australian Public Sector Training VET Qualifications are awarded by our auspicing partners, ABC Training - RTO: 5800 / ABN 44 147 021 805

Individual Short Courses

Flexible, Agile, and Targeted Workshops with Immediate Impact

Our suite of blended experiential short courses can be delivered as stand-alone workshops, or as a suite of workshops under one overarching program title (see our Professional Certificates for more information).

While the content and structure of each APST workshop has been designed and developed to address the essential capability development needs of public sector managers and staff, we do not assume that one-size-fits-all. Therefore, all workshop delivery is contextualised to meet the unique needs of your organisation/staff at no additional cost.

Blended Delivery Format

In order to ensure flexibility of learning and the highest possible learning outcomes, APST's suite of short courses have been developed in a fully blended (online, face-to-face, and virtual) format*.

Learning to Learn

For participants new to an APST program, we highly recommend our four Learning to Learn pre-program online workshops:

- **Creating a personal training plan**
- **How to learn**
- **Pre-workshop preparation**
- **Transferring learning**

Stage 1:

The delivery of each workshop begins with an introduction to the topic via an online module. This provides the workshop participants with an understanding of the essential aspects of the topic and prepares them for their face-to-face workshop.

Stage 2:

Approximately 1-2 weeks after being provided with their online learning, participants take part in their experiential face-to-face, or, if required, virtual workshop. This builds on their online learning via facilitated discussions, shared learning, activities, and more. These workshops conclude with each participant developing a personal learning action plan.

Stage 3:

Approximately 2-4 weeks after the experiential workshop, participants take part in peer and/or 30 minute one-on-one coaching sessions to check on the progress of their action plan and address any issues.

*While the APST workshops have been developed in a fully-blended format, clients have the option of delivering all topics in just face-to-face, virtual, or online format.

Short Course Topics (A-Z)

An Introduction to Change Management

Change is inevitable and can present challenges on a daily basis at every level of an organisation, with the inability to successfully manage a team through this change potentially having huge implications for a team/organisation, such as reduced engagement, productivity and profits, and an increase in employee absenteeism and turnover.

This workshop provides participants with the key knowledge and skills that underpin successfully leading change (such as setting vision, strategy, and making decisions for resourcing), and managing change (such as motivating, getting buy-in, and providing training).

This topic is suitable for all managers and leaders. However, frontline employees may also benefit from this workshop.

An Introduction to Effective Decision-Making Skills

Making business decisions is a manager's most critical (and riskiest) job. New product development, strategic directions, joint ventures or partnerships, hiring new people - bad decisions in any of these areas can be detrimental to your company and your career.

This workshop explores the two basic ways our brains make decisions. It also examines a number of flawed mental processes that impact the quality of our individual and group decision-making, and practical ways to overcome them. It introduces a decision-making process that can be implemented to reduce the risk and impact of poor-quality decisions on the organisation.

This workshop is suitable for every employee but is particularly important for any employee in a leadership or management role.

An Introduction to Emotional Intelligence

Emotional intelligence supports relationships between people and growth in one's self. It is a vital component of a successful career, team, and business. Without an ability to understand and manage our emotions, our ability to effectively utilise our skills and knowledge is diminished. Understanding one's own emotions is also a required step to understanding the emotions in others.

This workshop explores the way we connect with ourselves and other people – our emotional intelligence. In this topic, we examine emotions within ourselves, and how to become aware of the emotions we experience and their causes and meanings. Then we consider how to use emotions to assist in daily activities, and how to manage emotions to improve effectiveness.

This workshop is suitable for any employee.

Coaching and Developing Staff

The role of a leader involves developing the team's thinking abilities. Adopting a coaching style helps people reflect, explore options, and come up with their own solutions.

This workshop explores the coaching toolkit - the guiding principles, types of coaching, coaching skills, and coaching structures. It provides a range of practical examples and serves as an introduction to the essential aspects of coaching.

This workshop is suitable for anyone with leadership responsibilities who wants to develop their coaching abilities.

Communicating Effectively in the Workplace

The modern workplace makes many demands – more tasks, shorter deadlines, increasing change, extra responsibilities. Workplaces are also increasingly diverse, with a range of colleagues from different backgrounds, cultures, genders, and personalities. Therefore, effective communication skills are critical to drive productivity and create harmonious teams.

This workshop explores the awareness and ability of an employee to be an overall effective communicator in their workplace. It identifies the key components of communication and communication styles. It examines key listening skills and how to listen to understand, not just to listen to reply, and includes practical tips for both verbal and non-verbal communication, such as a specific analysis of common workplace communication – email, phone, and internal meetings.

This topic is suitable for all employees who wish to improve their ability to understand, and be understood, as well as work more effectively with their colleagues and teams.

Designing Presentations that Engage

The ability to confidentially communicate ideas is a fundamental skill for any professional. Be it for an internal team meeting, a staff offsite, an industry keynote or a client seminar, it's important to know how to structure presentation materials in a way which makes ideas resonate with the audience.

This workshop provides a clear structure and process for designing presentations that engage, inspire, and persuade the audience. It walks participants through each stage of the creative process, and how to plan the opening, body, and closing of presentations.

This workshop is suitable for any employee who must design information to present to an audience. It suits both internal and external presenters, in marketing, sales, or client management, as well as technical or operational areas. This topic is focussed on structuring and writing of presentation materials but does not cover personal presentation delivery techniques and skills.

Discussing Performance with Staff

Discussing people's performance can be emotionally charged. If a manager knows how to hold these conversations in a way that minimises defensiveness and clarifies expectations, they will maximise the chances the feedback will be well-received, and the performance issue will be resolved quickly. Additionally, if managers can quickly and easily correct staff performance, they can also avoid the situation worsening to the point where it requires formal performance management.

This workshop explores how to have the initial, event-driven conversations that arise when someone's performance has not met expectations, to quickly get things back on track again. This topic is not about formal performance development or performance appraisal discussions or processes, but about pre-empting the need for formal performance management by correcting staff performance quickly and early in the process.

This workshop is suitable for anyone with management or leadership responsibilities and provides an introduction to the general management of staff performance.

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Individual Short Courses

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Diversity Awareness: Introduction to Diversity

As workforce demographics shift and global markets emerge, workplace diversity becomes a business necessity. However, statistics clearly show that employees reap benefits from workplace diversity, including respect from co-workers, and diverse businesses often see gains in productivity, innovation, and profit.

This workshop is the first module in the diversity awareness package and introduces the concept of diversity with a focus on the business benefits of a diverse and inclusive workplace. Other topics in the D&I suite include disability, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse peoples, LGBTIQ+, and taking action.

This workshop is suitable for employers, employees, and anyone who wants to increase their understanding of diversity.

Holding Productive One-on-One Meetings with Your Team

One-on-one meetings are proven to strengthen relationships between managers and their team members. Regular, well run, one-on-one meetings can build engagement with employees as well as help identify many issues before they can become problems. Yet one-on-one meetings can be time-consuming and, if run poorly, counterproductive. Managers, therefore, need to have a plan to make these important meetings both efficient and effective.

This workshop considers the purpose of one-on-one meetings and how they are both different and similar to other meetings, and then looks at how to create both efficient and effective one-on-one discussions. This includes the structure of the meeting, questioning techniques, and best practices in having engaging discussions which lead to productive outcomes.

This workshop is suitable for all managers and supervisors.

Managing and Resolving Conflict

Conflict is a natural occurrence in a workplace, by sheer nature of the volume of people working together, and the different perspectives each person brings. There is a myriad of triggers for conflict to occur, and ways to handle it which will benefit workshop participants and those around them.

This workshop explores conflict in the workplace, the nature of conflict, ways conflict arises, different forms of conflict, positive and negative conflict, and ways and techniques for a leader to address.

This topic is highly suitable for managers and team leaders but can also benefit any employee.

Managing Remote and Virtual Teams

Working remotely is becoming increasingly common. Some research suggests that organisations expect nearly half of all their employees to be working remotely over the next decade. While many trends feed into this way of organising work, managing the work effectively will be key to the success of organisations globally.

This workshop explores managing remote and virtual teams - workers or employees who are not physically located in the same space as their managers or leaders. It examines four key rules for successful remote team management. First, building trust with remote workers, then how to help remote teams remove roadblocks and how to build connections for remote workers and, finally, it provides tips to improve communication for remote teams.

This topic is suitable for all managers and leaders of remote or virtual teams.

Managing Teams for Better Performance

A team is a critical organisational structure, responsible for significant activity and success within any organisation. Yet teams can often stagnate at a basic level, completing operational tasks but never moving into higher levels of performance. Improving the performance of teams can result in significant operational benefits, often at the same - or even lower - operational costs.

This workshop assists managers in taking their team's performance to a higher level. It focusses on two key frameworks for team organisation and performance. First, Bruce Tuckman's Forming, Storming, Norming, and Performing model, which can help identify and understand the team's journey. It then examines Patrick Lencioni's Five Dysfunctions of a Tea' to help identify hurdles which can prevent team progress. It concludes with a complete overview of how to manage the team performance review process and engage team members in self-development as a team.

This topic is suitable for all leaders, managers, and supervisors.

Problem-Solving and Creativity

Many successful people think from a very rational, positive viewpoint. This is part of the reason that they are successful. Often, though, they may fail to look at problems from emotional, intuitive, creative, or negative viewpoints. This can mean that they underestimate resistance to change, do not make creative leaps, and fail to make essential contingency plans. Creative problem-solving is about escaping the standard patterns that control thinking in order to discover options that previously could not be seen.

This workshop explores various creative techniques to improve the ability to solve problems. It outlines why creativity is sometimes required to improve outcomes when facing problems and reviews six creativity techniques: random input, reversal, thinking hats, mind maps, root-cause and subconscious processing.

This topic is suitable for all employees.

Professional Business Writing Skills

Whether communicating internally with colleagues, or externally to clients, the way you write conveys a level of professionalism and credibility to others. Furthermore, the quality of documentation can improve business outcomes, such as converting new clients and achieving internal buy-in for initiatives. Conversely, poor business writing can hinder the ability to influence others and create the right impression.

This topic provides a useful set of guidelines to follow when creating all forms of business documentation - letters, reports, presentation slides, business cases, case studies, and emails. Participants learn how to structure written communication to meet the needs of the audience, and to communicate key messages in a clear, logical, and concise way and learn how to avoid the common mistakes people make when it comes to grammar, punctuation, spelling, tone, and formatting.

This topic is suitable for all employees.

Mental Health Awareness for Managers

Everyone can experience work-related stress. Brief or infrequent stress is unlikely to cause harm, and can even make us more productive. However, work-related stress that is ongoing or excessive can contribute to poor mental health. Managing work-related stress and risks to mental health is a Work Health and Safety (WH&S) legal requirement – just like physical health. When managed well, the benefits include more engaged and productive workers.

This workshop provides managers with strategies to identify and manage risks to mental health in the workplace, including work-related stress. It explores common sources of work-related stress, actions to manage those situations, as well as the different roles and responsibilities of people in the workplace.

This topic is suitable for all managers and leaders. Frontline employees may also benefit from this workshop, or the Mental Health Awareness for Employees workshop.

Safety Leadership

It is the responsibility of the entire workforce to create and maintain a safe, incident-free workplace, with increased emphasis placed on those in management positions to lead and develop a culture of safety.

This workshop provides participants with developing a culture that is fully committed to ensuring a workplace that is safety focussed, including the WHS responsibilities of people in the workplace, defining a safety culture and how to build one, an understanding of safety beliefs, values, attitudes, and behaviour, and the stages of cultural evolution.

This topic is suitable for all employees.

Strategies to Manage Stress in the Workplace

Workplace stress has been reported in Australia as costing over $10 billion per year, with almost 100 million working days lost per year. Yet not all stress is bad. For example, positive stress can bring focus and energy - the key is being able to limit and manage negative stress while gaining the benefits of positive stress.

This topic assists participants in understanding how stress occurs in the workplace, and looks at a range of strategies and tips to help manage stress. Participants examine what stress is and how it affects people and organisations, and looks at the positive and negative aspects of stress as well as ways to identify symptoms of negative stress.

This topic is suitable for all employees.

The Fundamentals of Great Leadership

Leaders are the drivers of strategic outcomes in an organisation, so bad or ineffective leadership is directly tied to bad organisational results. Additionally, leadership differs from management, such that good managers may not always be good leaders without acquiring additional leadership skills.

This workshop provides an understanding of the fundamentals of leadership, beginning with an examination of the concept of leadership, followed by a deep dive into employee engagement and leadership vision, and looks at the best practices of great leaders. Participants then work on on-the-job learning activities to refine or share their vision and improve selected leadership skills.

This topic is suitable for any employee taking on leadership responsibilities. It is particularly useful for leaders and managers who feel they have a good understanding of management but need to improve their skills in leadership.

Transitioning from Employee to Manager

Managing people has its own set of challenges, rewards, and skill sets. When a person transitions from employee to manager, their role, relationship with their team, and their focus must change.

This workshop helps participants make a more seamless transition from employee to manager, and explores the role of a manager, mistakes new managers can avoid, transitioning from peer to manager, and managing people with more experience.

This topic is suitable for any employee who is transitioning into a manager's role for the first time or has been working toward this goal for some time.

Workplace Health and Safety Fundamentals

Hazards and risks to health and safety can occur for all workers and employees in all workplaces, meaning poor health and safety procedures can potentially result in harm and injury. All members of the workforce have a duty of care to ensure a safe working environment.

This workshop is based on work health and safety legislation which includes the Work Health and Safety Act (WHS Act) and the Work Health and Safety Regulations (WHS Regulations). It provides an understanding of health and safety responsibilities, how risk is managed using the risk management process, and needs to be found in the workplace to help work safely. Additionally, it explores common workplace hazards and how to reduce the risks associated with those hazards.

This topic is suitable for all employees covered by the Model Work Health and Safety laws (WHS Act and WHS Regulations) which includes employees in Queensland, New South Wales, ACT, Tasmania, Northern Territory and South Australia. For employees in Victoria, the Workplace Health and Safety Fundamentals (Victorian WHS Laws)' workshop may be more appropriate.

Virtual Short Courses

All APST individual short courses are available in virtual format, offering the facilitated, interactive, and shared learning experience of a face-to-face workshop with the accessibility, agility, and flexibility of an online course

All of APST's short courses (listed on pages 12/13/14/15) can be delivered in virtual format, meaning some or all of a workshop's participants can learn from anywhere in Australia or around the globe.

As with our blended workshops, our virtual workshops offer the option to be delivered as stand-alone topics or as a suite of topics under one overarching program title (see the Professional Certificates section for more information).

While the content and structure of each APST workshop has been designed and developed to address the essential capability development needs of public sector managers and staff, we do not assume that one-size-fits-all. Therefore, the delivery of all APST virtual workshops is contextualised to meet the unique needs of your organisation/staff at no additional cost.

Virtual Delivery Format

In order to ensure flexibility of learning and the highest possible learning outcomes, APST's suite of virtual short courses have been developed in a blended (online and virtual) format. Learning to Learn For participants new to an APST program, we highly recommend our four Learning to Learn pre-program online workshops:

Creating a personal training plan

How to learn

Pre-workshop preparation

Stage 1: The delivery of each workshop begins with an introduction to the topic via an online module. This provides the workshop participants with an understanding of the essential aspects of the topic and prepares them for their face-to-face workshop.

Stage 2: Approximately 1-2 weeks after being provided with their online learning, participants take part in their virtual workshop. This builds on their online learning via facilitated discussions, shared learning, activities, and more. These workshops conclude with each participant developing a personal learning action plan.

Stage 3: Approximately 2-4 weeks after the virtual workshop, participants take part in peer and/or 30 minute one-on-one coaching sessions to check on the progress of their action plan and address any issues.

Please note: While the APST workshops have been developed in a fully blended format, clients have the option of delivering all topics in just face-to-face, virtual, or online format.

Custom Workshops

When you need a program built to address a specific and/or unique set of capabilities

In addition to our established programs, APST works closely with clients to design and develop fully contextualised workshops to improve capabilities not addressed in standard programs. Throughout the custom program development process, our Client Solutions Managers work closely with our client key stakeholders to ensure that needs and expectations are clearly understood, and oversee the development of course content and, where required, program implementation.

The APST custom program development process typically involves twelve key steps:

1. Discovery and project-scoping meeting with client
2. Program proposal submission to client
3. Proposal approval
4. Workforce surveying (if required)
5. Design meeting with ASPT and client key stakeholders
6. Submission of proposed program design for client feedback/approval
7. Program content and form at development
8. Draft materials/format submission for client approval
9. Amendments (if required)
10. Program implementation
11. Program feedback and review
12. Program amendments (if required)

Online Short Courses

From Leadership and Management, to Finance and WHS, our huge suite of online courses means our clients can provide their public sector managers and staff with training anytime and anywhere

The way people in industry learn is changing, the introduction of online and virtual options providing opportunities for more flexible learning to either complement or, where necessary and appropriate, replace face-to-face workshops.

Prior to 2020, these e-options were considered by many to be non-essential, even a luxury, and many of the organisations with e-learning available reported very low levels of usage. However, since Covid 19, online learning has been proven to be an essential part of an organisation's suite of capability development solutions, especially as the e-programs have become more engaging and user-friendly.

APST's extensive library of online business and leadership training programs enables our clients to provide their managers and staff with the flexibility to learn anytime and anywhere. There's a variety of reasons our clients value our online learning programs, including:

• A huge suite of areas/topics including compliance, leadership and management, health and safety, and more - see below for a full list of subject areas and workshop topics

• Workshops that are up-to-date, designed, and developed specifically for public sector managers and staff, and that are broken down into manageable chunks to maintain engagement and increase transfer of learning

• Being designed to be used in a stand-alone format or as part of a blended learning workshop(s) with virtual and/or face-to-face workshops

• Pull-based, just-in-time learning available when and where the staff members need it

•Competitive, affordable pricing starting at just $20 per person per month for the full suite of topics (minimum 5 users)

•The option to present the programs with your organisation's branding

•Being super-simple to implement (no internal LMS required) and extremely user-friendly

Learning to Learn

For participants new to an APST program, we highly recommend our four Learning to Learn pre-program online workshops:

• Creating a personal training plan
• How to learn
• Pre-workshop preparation
• Transferring learning
• The APST Online Learning Library

Please note:

Not all online workshops have been contextualised for the public sector

For full workshop content and learning outcomes, please contact us on 1300 790 331 or enquiries@APSTraining.com.au

Some online courses are listed in more than one category

Topics by Library

Leadership and Management Online Courses

NB Leadership and management topics generally include on-the-job activities.

• An Introduction to Change Management
• An Introduction to Emotional Intelligence
• An Introduction to Negotiation Skills
• Best Practice Listening Skills
• Building Your Influencing Skills
• Communicating Effectively in the Workplace
• Communicating with Management and key stakeholders
• Conducting Effective Client Review Meetings
• Confident and Effective Business Networking
• Creating a Professional LinkedIn Profile
• Delegating as a Manager or Leader
• Designing Presentations That Engage
• Developing a Compelling Value Proposition
• Discussing Performance with Staff
• Five Key Skills for Great Leadership
• Five Key Styles for Great Leadership
• Holding Productive One-on-one Meetings with your Team
• Interviewing Skills: Advanced Techniques
• Interviewing Skills: Essential Skills

- Interviewing Skills: Remote Hires
- Introduction to Effective Decision-making Skills
- Managing and Resolving Conflict
- Managing Teams for Better Performance
- Motivating Your Staff and Teams
- Overcoming a Lack of Motivation
- Overcoming Imposter Syndrome
- Overcoming the Fear of Failure
- Presentation Skills which Build Presence
- Problem-solving and Creativity
- Professional Business Writing Skills
- Project Management: Overview
- Project Management: Core Skills
- Project Management: Selecting a Framework
- Project Management: Scheduling and Deliverables (coming soon)
- Project Management: Tasks, Time, and Resources (coming soon)
- Project Management: Managing Communication (coming soon)
- Project Management: Project Meetings (coming soon)
- Project Management: Reporting and KPIs (coming soon)
- Project Management: Costs, Risks and Quality (coming soon)
- Project Management: Scope Management (coming soon)
- Project Management: Handling Scope Creep (coming soon)
- Project Management: Change Management (coming soon)
- Project Management: Feedback, Review, and Improvement (coming soon)
- Recognising and Rewarding Staff Performance
- Safety Leadership
- Setting Expectations with Staff and Teams
- Staying Productive: Managing Internal Meetings
- Staying Productive: Managing Your Emails
- Staying Productive: Managing Your Priorities
- Strategies to Manage Burnout
- The Fundamentals of Great Leadership
- Transitioning from Employee to Manager
- Verbal Communication: Advanced skills

Online Short Courses
...continued

Compliance Online Courses

NB Compliance library topics typically include online assessments.

• Alcohol and Drugs in the Workplace
• Anti-bullying and Anti-harassment for Employees and Workers
• Anti-bullying and Anti-harassment for Managers
• Anti-money Laundering
• Driver Safety
• Duty of Care for Employees
• Duty of Care for Managers
• Equal Employment Opportunity for Employees
• Equal Employment Opportunity for Managers
• Fraud and Corruption Awareness and Prevention
• Information Security: Employee Awareness
• Information Security: Phishing Awareness
• nformation Security: Social Media
• Injury Management for Employees
• Injury Management for Managers
• Managing Mental Health in the Workplace
• Managing Slip and Trip Hazards
• Managing Staff Underperformance
• Manual Handling Safety
• Mental Health Awareness for Employees
• Modern Slavery Awareness for Employees
• Modern Slavery Awareness for Managers
• Office and Workspace Ergonomics
• Privacy in the Workplace
• Recognising Misconduct, Poor Performance, and Absenteeism
• Risk Management for Managers
• Risk Management for Workers
• Safety for Children and Vulnerable People
• Sexual Harassment Awareness
• Warden Training 1: Emergency Preparation
• Warden Training 2: Emergency Response
• Whistleblowing Awareness for Employees
• Workplace Health and Safety Fundamentals (Model WHS laws)
Workplace Health and Safety Fundamentals (Victorian WHS laws)
• Workplace Incident Investigation

Workplace Systems and Processes Online Courses

• Explaining – Complex Process
• Explaining – Documents
• Explaining – Product knowledge (coming soon)
• Explaining – Simple Process
• Explaining – Skill (coming soon)
• Explaining – Software
• Human Resources – Employee Exit Interview
• Human Resources – Personal Training Plan
• Organisation – Values
• Organisation – Welcome and Overview
• Policy – Full policy with Assessment
• Policy – Policy Link
• Policy – Policy Link with Assessment
• Survey – Multiple Parts with Many Questions
• Survey – Single Part with Few Questions
• Team – Welcome and Overview
• Video – Multiple Recordings with Assessment
• Video – Single Recording
• Video – Single Recording with Assessment
• Workshop/Webinar – Follow-up (coming soon)
• Workshop/Webinar – Preparation (coming soon)

Topics by Category

Communication and PersonalDevelopment Online Courses

• An Introduction to Emotional Intelligence
• An Introduction to Negotiation Skills
• Best Practice Listening Skills
• Building Your Influencing Skills
• Communicating Effectively in the Workplace
• Communicating with Management and Key Stakeholders
• Designing Presentations that Engage
• Presentation Skills that Build Presence
• Professional Business Writing Skills

Equal Employment Opportunity (EEO)

• Anti-bullying and Anti-harassment for Employees and Workers
• Anti-bullying and Anti-harassment for Managers
• Diversity Awareness: Aboriginal and Torres Strait Islander peoples
• Diversity Awareness: Culturally and Linguistically Diverse Peoples

- Diversity Awareness: Disability
- Diversity Awareness: Introduction
- Diversity Awareness: LGBTIQ+
- Diversity Awareness: Bystander Action
- Equal employment opportunity for employees
- Equal employment opportunity for managers
- Sexual harassment awareness
- Understanding and avoiding unconscious bias for employees
- Understanding and avoiding unconscious bias for managers

Finance and Regulation

- Anti-money Laundering
- Fraud and Corruption Awareness and Prevention
- Modern Slavery Awareness for Employees
- Modern Slavery Awareness for Managers
- Privacy in the Workplace
- Whistleblowing Awareness for Employees

Health and Safety

- Alcohol and Drugs in the Workplace
- Colds, Flu, and COVID-19 Prevention in the Workplace for Employees
- Colds, Flu, and COVID-19 Prevention in the Workplace for Managers
- Driver Safety
- Duty of Care for Employees
- Duty of Care for Managers
- Injury Management for Employees
- Injury Management for Managers
- Managing Slip and Trip Hazards
- Manual Handling Safety
- Mental Health Awareness for Employees
- Mental Health Awareness for Managers
- Office and Workspace Ergonomics
- Risk Management for Managers
- Risk Management for Workers
- Safety Leadership
- Safety for Children and Vulnerable People
- Warden Training 1: Emergency Preparation
- Warden Training 2: Emergency Response
- Workplace Health and Safety Fundamentals (Model WHS laws)
- Workplace Health and Safety Fundamentals (Victorian WHS laws)
- Workplace Incident Investigation

Information Security
- Information Security: Employee Awareness
- Information Security: Phishing Awareness
- Information Security: Social Media

Leadership
- Five Key Skills for Great Leadership
- Five Key styles for Great Leadership
- The Fundamentals of Great Leadership

Management
- An Introduction to Change Management
- Delegating as a Manager or Leader
- Discussing Performance with Staff
- Holding Productive One-on-one Meetings with Your Team
- Managing Teams for Better Performance
- Motivating Your Staff and Teams
- Recognising and Rewarding Staff Performance
- Setting Expectations with Staff and Teams
- Transitioning from Employee to Manager

Personal
- Coming Back from a Big Mistake
- Creating a Professional LinkedIn Profile
- Introduction to Effective Decision-making Skills
- Managing and Resolving Conflict
- Overcoming a Lack of Motivation
- Overcoming Impostor Syndrome

- Overcoming the Fear of Failure
- Problem-solving and Creativity
- Strategies to Manage Burnout in the Workplace
- Strategies to Manage Stress in the Workplace
- Verbal Communication: Advanced Skills
- Verbal Communication: Foundation Skills

Productivity
- Project Management: Overview
- Project Management: Core Skills
- Project Management: Frameworks
- Project Management: Scheduling and Deliverables (coming soon)
- Project Management: Tasks, Time, and Resources (coming soon)
- Project Management: Managing Communication (coming soon)
- Project Management: Project Meetings (coming soon)
- Project Management: Reporting and KPIs (coming soon)
- Project Management: Costs, Risks, and Quality (coming soon)
- Project Management: Scope Management (coming soon)
- Project Management: Handling Scope Creep (coming soon)
- Project Management: Change Management (coming soon)
- Project Management: Feedback, Review, and Improvement (coming soon)
- Staying Productive: Managing Internal Meetings
- Staying Productive: Managing Your Emails
- Staying Productive: Managing Your Priorities

Remote Working
• IT security while Working from Home
• Managing Remote and Virtual Teams
• Running Successful Virtual Team Meetings
• Staying Productive: Working at Home

Service
• Best Practices in Client Service
• Conducting Effective Client Review Meetings
• Successfully Helping Clients who are Upset

Talent Management
• Coaching and Developing Staff
• Creating a Personal Training Plan
• nterviewing Skills: Advanced Techniques
• Interviewing Skills: Essential Techniques
• Interviewing Skills: Remote Hires
• Managing Staff Training for Success
• Managing Staff Underperformance
• Mentoring: An Introduction to Being a Mentee
• Mentoring: An Introduction to Being a Mentor
• Mentoring: Overcoming Common Mentoring Challenges
• Recognising Misconduct, Poor Performance, and Absenteeism
• Running a Training Needs Analysis
• Writing Effective Position Descriptions

Diagnostics and Profiling

Understanding Personality Styles for High-impact Capability Development

Diagnostic and profiling tools identify various personality and/or leadership types, and can be used as part of a learning program to increase self-awareness and provide powerful insights as to how an individual can best impact their colleagues and/or team.

While profiling isn't built into our blended short courses, for those organisations wishing to include it in their programs, we offer a suite of diagnostic and profiling tools to identify various personality and/or leadership types, including:

DiSC, Skillscope Leadership 360, True Colours, PCTI, HBDI, TMPQ, GENOS, SHL, Myers-Briggs, LSI, and TLCP.

Contact us for more information.

Everything DiSC Behavioural Profile Suite

The suite of DiSC profiles identifies individuals' key behavioural drivers and describes common behaviours that people adopt as a consequence.

The Hermann Brain Dominance Instrument diagnostic (HBDI)

The HBDI profile is a self-assessment tool that provides the participant with insight into their thinking style or thinking profile.

The Team Management Profile Questionnaire (TMPQ)

The Team Management Profile Questionnaire (TMPQ) focusses on enhancing understanding an individual's approach to work, and provides constructive, work-based information on an individual's work preferences and strengths.

GENOS Emotionally Intelligent Workplace Behaviour Profile

The Genos Emotionally Intelligent Workplace Behaviour survey measures how well an individual demonstrates workplace behaviours compared to others across core skill areas of self-awareness, awareness of others, authenticity, emotional reasoning, self-management, and positive influence.

The SHL Suite

SHL has a range of diagnostic and assessment profiles designed to gain insight into strengths and opportunities for development, to assist with talent identification, and aid understanding of individual differences within a team, in order to improve collaboration and engagement.

The Myers-Briggs Type Indicator

The Myers-Briggs Type Indicator (MBTI®) provides individuals with an understanding of their personality type, and is a strong profiling tool for team building and developing an awareness of self and others.

True Colours – My Personality Test

This personality test provides insights into personal strengths, such as typical responses to anticipated and unexpected situations, how to make personality-appropriate adjustments according to the circumstances at hand, and how to achieve professional fulfilment.

The Life Styles Inventory (LSI) 1 and 2

LSI 1 increases personal understanding of individual thinking and behaviour, measuring thoughts and attitudes which motivate behaviour, relating styles, problem-solving, and decision-making. LSI 2 is the next level, which incorporates feedback from five other people.

The Leadership Circle Profile (TLC)

This profile measures and records data across 29 dimensions of leadership, including relating, self-awareness, authenticity, systems awareness, achievement, compliance and control, and illustrates the inter-relationship between these dimensions.

Workforce Capability Surveying and Needs Analysis

Identifying the Key Capability Needs and Skills Gaps of Your Staff

If you're not sure what knowledge and skills your workforce most needs to develop, our L&D Consulting Services includes the design, development, and implementation of workforce surveys to measure and inform on elements such as levels of engagement, knowledge, and skills levels, capability/training needs, and more.

Competency Framework Development

Clarifying the Capability Needs of Your Organisation's Roles

Our L&D Consultants are on hand to assist clients build workforce competency frameworks, the foundation on which accurate capability-needs-analysis and effective training programs are built.

L&D Strategy Development

Developing Strategies for Successful Capability Development Programs

Our L&D Consultants have extensive experience of working with our clients on the design, development, and implementation of successful learning and development strategies.

Instructional Design

Developing Modern, Highly Effective Learning Program Content

Whether it be to contextualise an FLMT workshop to meet specific client needs, or to design and develop a bespoke program for a client's internal use, our experienced Instruction Designers are on hand to assist.

Contact Australian Public Sector Training

For further information on APST's programs, or to organise a meeting with one of our specialised Client Solutions Managers, please contact us via:

In Australia: 1300 790 331
From overseas: +61 (0)7 3067 3390
enquiries@APSTraining.com.au
www.australianpublicsectortraining.com.au