21st CENTURY SERVICE

Specialised courses in building culture and capability within the public service to solve complex challenges for Australia’s future.

1,000+ Federal public servants have taken part in our courses

25+ Federal departments have taken part in our courses

Co-designed with 6 federal government departments
Governments in the 21st Century face an array of challenges - from the simple to the complex

The Australian Futures Project, through discussions with senior public sector leaders, identified a need for public servants to:

- Refine their ability to classify challenges so that they can apply the most appropriate tools and approaches
- Expand their toolkit to include tools and approaches best suited to solving complex societal challenges
- Build departmental networks and foster greater collaboration

**TOOLS AND APPROACHES**

- Design thinking
- Systems mapping
- Rapid prototyping
- Pitching solutions
- Strategic leadership
- Collaboration and team work

**PARTICIPANTS LEARN TO**

- Understand the nature of complex challenges and what response is required
- Apply appropriate tools and behaviours to a specific complex challenge, as chosen in collaboration with their department
- Work in collaborative cross-departmental teams

**DEPARTMENTS GAIN**

- A response to specific complex policy challenges that they have selected for participants to work on
- Employees with a toolkit of skills and behaviours to share with others in their department
- Employees with cross-departmental or expanded intra-departmental networks
Participants deploy their new “toolkit” by working on real challenges confronting participating departments. Challenges range from service design and delivery to policy development and implementation to the way government itself operates.

“...a great course and I picked up some techniques that I think will fundamentally change the way I work.”
- Participant, Australian Department of Human Services
21st Century Service is offered in various formats to meet the different needs of government

**LEVEL 1**
**One-day Foundational**

A multi-departmental or single-department focused workshop to equip participants with skills in design thinking and systems mapping, and to provide a space to discuss and develop responses to challenges in uncertain times.

Participants work in teams on pre-defined challenges developed in collaboration with participating departments. Can be designed specifically for Graduates or for APSS-EL2 (or state-based equivalent) staff.

**LEVEL 2**
**Six-day Practitioner**

A multi-departmental course targeted at APSS-EL2 (or state-based equivalent) staff providing the latest approaches to developing responses to complex challenges. Participants practise these tools in response to a real policy challenge confronting participating departments. Participants take these tools back to their place of work. Tools taught include design thinking, systems thinking, and rapid prototyping.

Participants pitch their solutions to senior public servants, with some solutions being adopted and developed further by departments outside the course. Participants can opt to undertake two additional assignments to receive postgraduate credit from La Trobe University at no extra cost.

**TRAINER THE TRAINER PROGRAM**
**Half-day**

A workshop to prepare participants to deliver the Level 1 course to colleagues in their department through a licensing agreement.

"I learnt about a wide range of techniques appropriate for different stages of the policy design process. I developed networks across the APS. We developed a proposal that we believe is worthy of implementation."

- Participant, Australian Department of Employment

**BUILDING CULTURE, CAPABILITY AND CASE STUDIES OF SUCCESS**

- We share international and local case studies to demonstrate successful application of an expanded toolkit (including design thinking) to challenges faced by governments worldwide
- In addition, our Level 2 and bespoke offerings generate case studies of success, which we capture and share as evidence to build confidence and culture.
**BESPOKE OFFERINGS**

We can design and deliver a range of different coaching, courses or facilitation solutions to suit your department’s particular needs. One example is the six-week coaching module we co-designed with the Australian Department of Infrastructure and Regional Development to support three teams in their live work challenges.

“*It was inspiring to hear so many breakthrough ideas and see people working productively across Departments. As a result, my team is developing two of the ideas that were pitched further and planning to test them in the Department of Employment before seeing what opportunities there might be for other Departments to implement them.*”

- Silvia Liertz, Director, Innovation and Regulation Advice, Australian Department of Employment
COURSE EVALUATION

LEVEL 1

90% outlined something they are going to do differently in their work as a result of the course
80% indicated that the course was good or excellent

In response to an open-ended question about what they will commit to doing differently in their work, many participants specifically outlined that they will:
- Better define the problem and not rush in to a solution, and
- Seek more feedback and collaborate more with colleagues

LEVEL 2

90% found the program was good or excellent
90% found the course had a medium to large positive impact on their ability to navigate complex challenges
100% have applied skills and/or behaviours from the course to their work
90% built new relationships or contacts through the course

SES SESSIONS

In our SES sessions, response to the question: How could you personally improve the way government innovates/approaches complex challenges? SES have made personal commitments such as:
- Requiring evidence of client impact for every piece of policy work
- Encouraging experimental approach across departments
- Doing more to understand issue through stakeholder engagement
- Instituting ‘Thinking Wednesday’
- Ensuring a greater engagement across the stakeholder continuum
- Exposing team more to discover ways of doing things
- Running interference, empower and encourage
## DEPARTMENTS AND AGENCIES INVOLVED TO DATE

- ACT Government
- Attorney-General’s Department
- AUSTRAC
- Australian Bureau of Statistics
- Australian Marine Safety Authority
- Australian Nuclear Science and Technology Organisation
- Australian Taxation Office
- Australian Department of Communications and the Arts
- Australian Department of Defence
- Australian Department of Education and Training
- Australian Department of Employment
- Australian Department of Environment and Energy
- Australian Department of Finance
- Australian Department of Foreign Affairs and Trade
- Australian Department of Health
- Australian Department of Human Services
- Australian Department of Industry, Innovation and Science
- Australian Department of Infrastructure and Regional Development
- Australian Department of Prime Minister and Cabinet
- Australian Department of Social Services
- Australian Department of Veterans Affairs
- National Archives of Australia
- National Museum of Australia
- National Transport Commission
- NSW Department of Primary Industries

## PRICES

### LEVEL 1
- An introduction designed to engage a broad group of staff
- Can be run as multi-departmental or for one department
- Can be run for graduates or for APS5-EL2 (or state-based equivalent)
- 50-100 participants

<table>
<thead>
<tr>
<th>One day</th>
<th>Six days</th>
<th>Half-day</th>
</tr>
</thead>
<tbody>
<tr>
<td>$285/participant</td>
<td>$4,500/participant</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

### LEVEL 2
- More in-depth, designed to engage a smaller group, in a multi-departmental setting
- Level 1 course experience not required
- 25 participants

### TRAIN THE TRAINER
- For participants who have previously completed the Level 2 course or a bespoke course or coaching
- 8-12 participants

<table>
<thead>
<tr>
<th>One day</th>
<th>Six days</th>
<th>Half-day</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150/participant</td>
<td>$5,000</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

### SES SESSION
- An opportunity for public service leadership to network, learn, share and explore how they can provide an authorising environment
- Minimum 10 participants

---

All courses are stand-alone, however Level 2 can be completed after Level 1 to advance participants’ skills and experience. Participants can also progress from Level 2 to Train The Trainer in order to deliver the content within their department.

Prices are exclusive of GST. Pricing for bespoke offerings is on a case by case basis.
At Australian Futures Project, we stimulate and support leaders, experts, and the community to identify, test and build initiatives to create the Australia we want tomorrow, today.

Our unique approach has a proven track record in addressing complex challenges. By working with government, businesses, media, experts, and the public, we’re delivering on our mission to improve how Australia creates its future. We focus on:

- Improving understanding of key challenges and opportunities facing Australia
- Increasing quality of discussion towards Australians’ desired future
- Increasing quality of action towards Australians’ desired future

Examples of our impact include: the 21st Century Service course, the Parliamentary Leaders Program, My Big Idea - a national conversation engaging 15 million Australians on the future of the country, a national program on early childhood development, and two state-wide programs on the future of agriculture.

The Australian Futures Project is a tax-exempt, non-profit company limited by guarantee and registered as a charity with the Australian Charities and Not-for-profits Commission.

For more information, please visit australianfutures.org

**INTERESTED IN 21ST CENTURY SERVICE?**

Contact us for more information, register for the courses, or inquire about the development of a bespoke offering for your department.

Chloë Spackman
Program Manager
+61 421 514 366
chloe@australianfutures.org

---

“One of the best-facilitated training sessions I’ve attended: focused, relevant sessions, clear engaging exercises, focused engagement with new people.”

- Participant, Australian Attorney-General’s Department

“I have learnt new techniques and tools to implement into my everyday work, where I can involve the whole team to solve problems in policy through modern design methodology.”

- Participant, Australian Department of Industry, Innovation and Science

---

“I have learnt new techniques and tools to implement into my everyday work, where I can involve the whole team to solve problems in policy through modern design methodology.”

- Participant, Australian Department of Industry, Innovation and Science

---

“One of the best-facilitated training sessions I’ve attended: focused, relevant sessions, clear engaging exercises, focused engagement with new people.”

- Participant, Australian Attorney-General’s Department

---

“I have learnt new techniques and tools to implement into my everyday work, where I can involve the whole team to solve problems in policy through modern design methodology.”

- Participant, Australian Department of Industry, Innovation and Science