LEARNING IN LOCAL GOVERNMENT -

An Inventory and Gap Analysis of Education and Professional Development for Local Government in Australia

UTS:CLG
CENTRE FOR LOCAL GOVERNMENT

ACELG
Australian Centre of Excellence for Local Government

An Australian Government Initiative

This paper has been designed as a platform for scoping issues, promoting discussion, debate and participation across the Australian local government sector.

- For Elected Representatives or Staff working in Local Government:
  If you would like to take the online survey outlined in Appendix 4, please go to the ACELG website at
  www.acelg.org.au

- For Sector Organisations, Associations and Training Providers:
  If you would like to participate in this project, please consider the discussion questions on page 17 and send a response to learning@acelg.org.au or

  Learning in Local Government
  Australian Centre of Excellence for Local Government
  PO Box 135
  Broadway, 2007.

Written on behalf of the Australian Centre for Excellence in Local Government by
Sarah Artist, Program Manager for the UTS Centre for Local Government
September 2010

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INTRODUCTION

This project is an exploratory review of the unique and complex needs of education and professional development in Australian local government, and it aims to inform and facilitate programs to be developed over the life of the Australian Centre for Excellence in Local Government (ACELG). ACELG has committed funds through its Workforce Development Program, which has as its objective:

> **To address specific skills shortages and gaps in the professional workforce, as well as broader requirements for enhanced expertise, and to establish local government as an 'employer of choice'**

The ultimate goal at the completion of this review is to coordinate, commission and/or deliver training programs to address priority needs, and the adopted milestones within this program include:

- 2010 - Inventory of current programs to identify gaps and options for additional programs and preferred delivery modes;

  Survey, issues paper and consultations to determine priorities;
- 2011 - Establish partnerships and networks to develop and deliver other new/updated programs as required.

Due to the strategic nature of ACELG and its origins as a federal government funded organization located within a university setting, as a starting point this review has been limited to

- Education at a tertiary level; and
- Professional development which positions councils to respond to high priority and emerging policy issues.

ACELG may wish in the future to address issues within the vocational education sector, however that is beyond the scope of this review in the first instance.
Outputs and outcomes of this project will be in accordance with the ACELG guiding principles, which are:

- To be effective, the Centre must be grounded in and serve the local government system: it must not be seen as an 'outsider' organisation or one pursuing esoteric academic interests
- The Centre should be practice-oriented: whilst research is essential to promote innovation and inform policy, it should be designed to lead to practical outcomes
- The Centre should focus on adding value, filling gaps and seeding new initiatives: as a general rule it should not duplicate or compete with existing programs
- The Centre should be inclusive: it should seek the active involvement of all those with expertise and ideas to contribute
- Given limited resources, the Centre must focus on a limited number of strategic interventions.

This paper has been designed as a consultation platform for scoping the issues and promoting discussion, debate and participation across the sector and states, and between suppliers and consumers.

Describing the national picture:

The national local government training environment is complex and sometimes fragmented, and the first stage of this review is to identify and map the relevant players and their needs and motivations. On the demand side, councils have a multitude of training requirements: entry into local government, statutory training, training for specific professions, succession planning, governance training and training on emerging policy issues, just to name a few. On the supply side, there are many government, education and private organisations who provide training for councils.

The ABS Census data contains some information about the local government workforce, quantifying existing educational attainment and the size of the various professions – this information is included in Attachment 1. Also listed in Attachment 2 is the multitude of professional associations and educational institutions who provide advocacy and training for local government professionals.

Identifying existing programs:

This section sketches a profile of existing courses which are relevant to local government, including professional development programs, higher education, training in key skills shortage areas, and postgraduate courses both within Australian and also internationally.

The program inventory in Attachment 3 includes courses in the identified skills shortage areas of civil engineering, planning and building surveying. Post-graduate university courses which contain a specific focus and tailored content for local government are also identified and profiled, both within Australian and also internationally.
The final collection is a sample of innovative professional development initiatives which utilise content and modes of delivery particularly designed and tailored to the needs of local government.

Identifying program gaps:

The local government sector has particular challenges in accessing funding and good programs which influence options for the future. In reviewing the above information, particular training gaps for Australian local government have been identified and will be further researched over the next year to verify the magnitude of the gaps and the nature of associated supply and demand issues.

Designing and testing new programs:

ACELG is committed to facilitating, promoting, developing and delivering new and updated programs as identified and needed by the local government sector. This may include the provision of new programs by consortium members, or in partnership with other providers and industry networks. Some ideas for new courses have been suggested here, to inform ACELG program development and also to stimulate other suggestions and ideas.

Industry consultation:

The content of this paper will be subject to further industry consultations over the next six months, both with local government practitioners and representative bodies, and also with training providers and educational institutions.

ACELG will be seeking partnerships with training providers who are willing to invest over the long term in tailored products and services which meet demonstrated needs in local government professional development and education.

An Education and Professional Development forum will be held early in 2011 with local government and training stakeholders to discuss the outcomes of this review and to identify ACELG priorities for 2011 and beyond.

THE NATIONAL PICTURE: SUPPLY AND DEMAND ISSUES

Local Government Education and Professional Development - The National Picture

School leavers
Uni graduates
Professionals
Mature-age entrants
Young people
Women
Migrants
People with disabilities
Indigenous People

Councils

Outdoor/support staff
Skilled and semi-skilled workers
Trades

Professions
Supervisors/Middle manager

Senior Managers/ Executive
Councilors

Citizens

Stakeholders

LG Bodies
Councils
Unions
LG Associations
Professional Associations
ROCs

Providers
RTOs
Universities
Private Sector Providers
TAFEs

Government Agencies
Departments of LG
Industry Skills Councils
DEEWR
Dept ITRDLG

Modes of Delivery

Courses:
- Face-to-face
- In-council
- Distance
- Web-based
- Block release

Publications:
- Case studies
- Guidelines
- Research Publications

Workplace field trips Conferences seminars Coaching/mentoring Peer learning networks

Motivations for Participation

Individual:
- Mandatory
- Certification
- Career Progression
- Skill Development
- Personal Development
- On-the-job support and problem-solving

Council:
- New legislation
- Skills gaps
- New Practices
- Building Capacity
- Policy Development
- Culture Change

Potential Roles for ACELG

- Identifying sector training gaps
- Providing information to training providers
- Facilitating connection between agencies and sector participants
- Articulating connections between existing and new courses
- Informing industry of avilable courses
- Providing new training programs

The diagram above maps out the complex picture of the stakeholders, both within the local government sphere as well as in the provision of education and professional development programs. The sector includes a complex mix of characteristics and motivations which require specifically tailored solutions.

In terms of tertiary education, local government in Australia is not a strong participant nor particularly well serviced. ABS Data from the 2006 census indicates that only 14% of local government employees have a Bachelor degree, and only 3% have post-graduate level education (see Appendix 1). This inventory identified only four postgraduate courses in Australia which have an explicit focus on local government. Many Australian universities offer a Masters program in government studies, some including several degrees – a combination of public policy, public administration or public management, however there are none offering a specialist focus on local government.

There are examples of innovation in providing professional development programs for local government both in Australia and internationally, as suggested in the program inventory in Appendix 3. The unique needs of the local government sector can be accommodated in a number of ways, and these programs offer ideas and design solutions which may be adapted to other programs in the future.

IDENTIFYING GAPS IN EDUCATION AND PROFESSIONAL DEVLEOPMENT

As well as the collation of the program inventory in Appendix 3, the following references were reviewed in order to identify areas in which demand exceeds supply:

- Local Government Managers Australia 2007, National Skills Shortage Strategy
- Local Government Association of South Australia 2009, A Centre for Local Government Excellence: Issues, Challenges and Professional Development Priorities
- DITRDLG 2009, Local Government National Workforce Strategy: Consultation Summary – State and Territory Government Representatives 2009
- DITRDLG 2009, Local Government National Workforce Strategy: Consultation Summary – National and State Local Government Association Representatives
- ANZSOG 2010, Executive Leadership Program Survey

The following are suggested as gaps for program development, which will be verified further in sector consultations:

1. Local government management skills training

Local government management is different from other sectors, and has some unique features which are not covered in traditional management courses or management training and coaching services. There are some programs in Australia which cover the following, however they may not be accessible to all who need or seek them.
Topics include:

- strategy and vision
- community engagement
- working with councillors
- strategic partnerships and intergovernmental relations
- change management
- financial management
- risk management
- service delivery
- equity issues - ATSI, gender, cultural diversity

2. Elected member training

A difficult area due to the lack of resources in many councils for councilor training, as well as the turnover due to elections and the rigours of what is essentially a voluntary role. The local government associations provide a wide range of excellent short courses in this area, however there are no tertiary training opportunities and limited systematic training programs forelected members. Some of the topics which may be important for councillors include:

- communication skills
- local government finance
- governance and probity
- policy development
- managing issues
- local government law

3. Local government components in mainstream tertiary courses for key professions

Key professional areas which are well served with general tertiary undergraduate training may also benefit from particular units which focus on local government, so that graduates have an understanding of the unique skills required as well as the career opportunities within local government. Mainstream courses might include:

- engineering
- environment, geography, planning
- business administration - hr, finance, marketing
- building surveying
- public policy
- public health
- law
- sociology

4. Training in skills shortage areas

The following are the key skills shortage areas which were suggested in the National Skills Shortage Strategy 2007, and an inventory of courses available in this area is included in Attachment 3. This area needs further research, however it is fair to say that the skills shortages are not due solely to the lack of courses – other issues related to competition from other sectors, and issues relating to career progression are also at play.

- planning
- civil engineering
- plant operators
- environmental health
- building surveyors

Further work in this area will be needed, particularly in the area of developing pathways for para-professionals, identifying other skills gaps, and responding to significant issues such as the impact of the mining boom and competition from the health sector. Input from local government stakeholders will shed further light on training needs.

5. Training on key policy issues for local government

In an environment of constant change, local governments are often required to respond to emerging issues within their communities for which there is no traditional approach or standard practice which will solve their problems. Courses on these kinds of topics would need to be include a review of international approaches, comparison of emerging practice and oriented towards sharing ideas and designing new solutions:

- climate change
- asset and infrastructure management
- transport
- water management
- affordable housing
- economic development
- service delivery options
- workforce development

6. Workforce planning in local government

Many of the challenges facing local government which have been covered in this report relate to the building of skills and expertise in a multi-faceted, complex and fast-changing environment. Within individual councils this is often left to the Human Resource Managers, however it requires a strategic and whole-of-council approach. Learning to plan for the needs of a changing workforce is another skills gap, and topics which may address this include:

- changing role of hr managers
- collecting workplace data
- information about changing sector needs
- conducting skills audits
- assessing training needs
- succession and career planning
- building individual capacities

7. Delivery modes appropriate for small, rural and remote councils

Not a skills gap as much as a gap in appropriate delivery modes, this issue is also addressed in ACELG's Rural-Remote and Indigenous Program. Distance affects local governments' capacity to access skills and expertise in may ways, and training programs are needed to serve these organisations and their particular challenges:

- cost-effectiveness
- access across distances
- multi-skilled workplaces
- access to quality providers

8. Delivery modes using peer learning and best practice

Local governments tackle issues on a scale which is small and complex. These issues required innovations especially tailored to local communities, however councils also tend to be quite inwardly focused. Councils need opportunities to share approaches, compare experiences and seek good ideas from others who are facing similar problems, and training programs on a number of topics can encourage:

- regional co-operation
- case studies
- good practice models
- process improvements
- peer support
- professional networks

OPPORTUNITY ASSESSMENTS FOR NEW PROGRAMS

In responding to the gaps identified in current programs, it is also important to acknowledge the challenges which suppliers face in meeting these demands. Presentations and discussions at the 2010 Local Government Workforce Development Forum identified the following difficulties in developing and accessing good programs:

Within Individual Councils -

- Training budgets are scattered across councils, have to compete with other resourcing priorities, and are often at the discretion of individual managers who are sometimes biased;
- Individuals may lack the capacity or the information to clearly define their own training needs;
- There is a variable level of access for individuals for funds to complete higher education because further education policies vary between councils;
- Individuals are motivated to undertake qualifications which contribute to job security and career progression, however this may not be the reality within each individual council; and
- Individuals may have a reduced capacity to attend training because of the need to travel, take time away from work, or because of limited literacy skills.

Amongst Training Providers -

- The “thin market” problem – councils are separated by distance and include small numbers of individuals in multiple professions, which reduces the financial feasibility of program development;
- The intensive labour and cost in preparing relevant sector training materials, and the need for experienced local government practitioners to deliver training;
- Lack of facilitated pathways for individuals within councils between RTOs, TAFEs and higher education qualifications; and
- The speed of change within the operating environment which outpaces the time needed to develop and accredit courses.

Across the Local Government Sector -

- Good training development and provision at a broader scale requires a high degree of collaboration and significant commitment of time between councils, training providers and professional associations; and
- Between states there is inconsistent access to federal funding through the PPP program for VET training, and an underutilisation and lack of knowledge of the local government training package.

The purpose of this paper is to explore the issues and put forward some issues for discussion. In that vein, some program ideas have been developed which may stimulate discussion, find some momentum themselves or forge other avenues to explore:

1. Nationally networked Masters degree in Local Government Management

- Comprised of a series of short courses which could be taken individually or as part of a Masters degree;
- Course topics to include some management components (eg. governance, change management, service delivery) and some policy development issues (eg. transport, urban renewal, water management);
- To respond to emerging policy issues for local government such as climate change, affordable housing, economic development etc. ; and
- Hosted by interested Universities around Australia, course design overseen by ACELG, professional bodies and associations encouraged to deliver some modules;

2. Graduate Certificate in Local Government Politics

- A post-graduate course designed for elected members;
- Accomodating party groupings – Labor, Liberal, Greens and any others who might financially support their members to participate;
- Topics could include: the modern councillor, political coaching, politics of scarcity, local government law, governance and probity etc.
- To be hosted by interested Universities, facilitated by LGAs, with input in design from major parties;
- Distance delivery option.

3. Local government modules for undergraduate courses in key professions

- To be designed as an optional/elective component in undergraduate degrees;
- Covering content which will prepare key professionals to operate in a local government environment. Topics might include an introduction to managing local issues, working within a complex environment, prioritising resource allocation, community engagement, local government law etc;

- Mainstream degrees might include civil engineering, environment, geography, town planning, sociology and social work, public health, law;
- Course content to be designed by ACELG and offered to universities and TAFEs at a reduced rate.

4. Peer learning networks

- Conceived as a professional development and problem-solving exercise rather than for the purpose of skill development or career planning;
- Focusing on immediate problems and challenges facing administrators, managers and politicians;
- A facilitated action learning cycle involving around seven participants facing similar challenges and from like councils;
- Program to entail a guided data collection process identifying common aspirations and challenges, finding transferable good practice and designing improvement plans;
- Process to culminate in a published report regarding common aspirations, challenges and good practice; and
- Quality control to be overseen by ACELG in the form of facilitation training, process design and publishing outcomes. Delivery could be carried out by universities, TAFEs, professional associations or private providers.

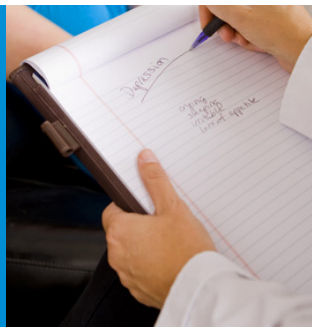
5. Staff exchanges

- Establish and maintain a database of staff seeking an exchange, whereby staff with similar skills and aspirations could be “matched”;
- Database could include current salary, professional skills and length of time sought (6 or 12 months, perhaps);
- Interested stakeholders may collaborate by promoting participation to their members or offering scholarships; and
- Benefits would include professional development opportunities for individuals, and fresh perspectives for participating councils.

6. Short Course for Councils on Workforce Planning

- Delivered in various locations by various providers;
- Assist in identifying and analysing data and designing strategies:
  - changing role of hr managers
  - collecting workplace data
  - information about changing sector needs
  - conducting skills audits
  - assessing training needs
  - succession and career planning
  - building individual capacities

PROPOSED CONSULTATION PROCESS



Any new program ideas will be subject to approval by the ACELG board, and resources will need to be identified in collaboration with hosting organisations. In deciding to operate a new ACELG program, the following factors are relevant:

- The level of demand within local government – industry trends and pressures, individual participant needs, council types and requirements
- Existing programs - avoiding competition and maximising collaboration
- Availability of suppliers &- level of investment, available skills and experience
- Appropriate modes of delivery - transcending distance and facilitating participant interaction
- Ability of new programs to accommodate a number of professions, topics and types of councils
- Resource requirements and financial viability
- Unique role of ACELG – hosted within a practice-based university, consortium of industry bodies, building national networks for local practitioners

Further sector consultation will be undertaken during 2010 and into 2011:

July-August	Discussions with ACELG program partners
August-October	Website survey education and professional development needs for local government practitioners
September	Review by Local Government, Workforce Development National Steering Committee
October	Workshop with ACELG program partners
November-January	Consultation with other training providers eg Universities, LGAs, professional associations
Early in 2011	Program Development Forum involving all stakeholders

Training organisations, professional associations and their divisions are encouraged to participate in this review, and ACELG is interested in entering into a dialogue to discuss the following questions:

- Do you currently provide education or professional development for the sector? If yes, could you please outline your programs?
- Do you collaborate with other organisations in delivering these programs? If yes, what have been the successes and challenges associated with your collaborations?
- What are your operational challenges in providing your services to the local government sector?
- From the perspective of your organization, what are the most important emerging priorities within local government?
- Have you conducted any previous research on skills gaps and training needs in local government? If yes, could you please outline the process and the findings?
- Have you come across any innovative professional development programs, either in individual states or overseas, that may have national relevance for local government in Australia?
- What do you think are the most urgent gaps in skills and expertise within the local government sector?
- Do you see a role for your organization in developing future programs to fill those gaps? If so, could you please outline your aspirations, ideas and strategies for the future?

This paper has been designed as a platform for scoping the issues and promoting discussion, debate and participation across the local government sector. Responses are welcome and should be directed to:
learning@acelg.org.au

or

Learning in Local Government
Australian Centre for Excellence in Local Government
PO Box 135
Broadway, 2007

by 29th October, 2010.

APPENDIX 1 - LOCAL GOVERNMENT WORKFORCE PROFILE

Level of Education	Year 12 or equiv.	Year 11 or equiv.	Year 10 or equiv.	Year 9 or equiv.	Year 8 or below	Did not go to school	Not stated	Grand Total
Hierarchy - Non-School Qualification: Level of Education								
Postgraduate Degree Level	4,044	104	146	11	7	0	25	4,337
Graduate Diploma and Graduate Certificate	3,825	214	255	17	6	0	25	4,342
Bachelor Degree	17,940	512	695	71	24	5	112	19,359
Advanced Diploma and Diploma	9,600	1,688	2,678	238	96	3	101	14,404
Certificate Level, nfd	1,610	526	1,149	174	101	8	30	3,598
Certificate III & IV Level	8,258	3,820	11,054	1,756	774	16	280	25,958
Certificate I & II Level	1,184	345	720	105	79	3	20	2,456
Sub Total Certificate level	11,052	4,691	12,923	2,035	954	27	330	32,012
Level of education inadequately described	875	230	555	88	75	3	16	1,842
Level of education not stated	1,134	415	1,171	327	306	17	1,508	4,878
Total	48,470	7,854	18,423	2,787	1,468	55	2,117	81,174
Not applicable	15,923	6,932	19,029	5,926	5,825	325	704	54,664
Grand Total	64,393	14,786	37,452	8,713	7,293	380	2,821	135,838
Percentage	47%	11%	28%	6%	5%	0%	2%	

(Source: 2006 ABS Census Data)

It is possible to surmise from the above table that:

- 14% of local government employees have a Bachelor's degree
- 53% of local government employees did not reach Year 12 at school
- 3% of local government employees have post-graduate qualifications

APPENDIX 2 - LIST OF TRAINING PROVIDERS AND REPRESENTATIVE BODIES

The local government workforce is represented by a number of professional associations, many of whom have a national organization as well as chapters or divisions for each state:

Australia and New Zealand School of Government	http://www.anzsog.edu.au/
Australian Institute of Building Surveyors (National)	http://www.aibs.com.au/
Australian Institute of Company Directors (National)	http://www.companydirectors.com.au/
Australian Institute of Environmental Health (a.k.a Environmental Health Australia)	http://www.eh.org.au/
Australian Institute of Management (National)	http://www.aim.com.au/
Australian Library and Information Association	http://www.alia.org.au/
Australian Local Government Association	http://www.alga.asn.au/
Australian Local Government Training	http://www.algt.com.au/
Australian Local Government Women's Association (National)	http://www.algwa.net.au/
Chartered Secretaries Australia (National)	http://www.csaust.com/
Engineers Australia	http://www.engineersaustralia.org.au/
Hunter Councils	http://www.huntercouncils.com.au/
Independent Commission Against Corruption	http://www.icac.nsw.gov.au/
Institute of Public Affairs	http://www.ipa.org.au/
Institute of Public Works Engineering Australia (National)	http://www.ipwea.org.au/
Local Government and Shire Association (NSW)	http://www.lgsa.org.au/
Local Government Association of Queensland	http://www.lgaq.asn.au/
Local Government Association of South Australia	http://www.lga.sa.gov.au/
Local Government Association of Tasmania	http://www.lgat.tas.gov.au/
Local Government Association of the Northern Territory	http://www.lgant.nt.gov.au/
Local Government Community Services Association of Australia	http://www.lgcsaa.org.au
Local Government Finance Professionals	http://www.finpro.org.au/

Local Government Managers Australia (National)	http://www.lgma.org.au/
Municipal Association of Victoria	http://www.mav.asn.au/
Parks and Leisure Australia	http://www.parks-leisure.com.au/
Planning Institute of Australia	http://www.planning.org.au/
SAI Global	http://www.saiglobal.com
The Association of Professional Engineers, Scientists and Managers, Australia	http://www.apesma.asn.au/
Western Australian Local Government Association	http://www.walga.asn.au/

APPENDIX 3 - PROGRAM INVENTORY

Australian Postgraduate Courses Specialising in Local Government

This inventory identified only four postgraduate courses in Australia which have an exclusive focus on local government:

Institution/Course	Program Delivery	Topics
Macquarie University Masters, Postgraduate Diploma and Postgraduate Certificate in Environmental and Local Government Law - Course webpage	Attendance mode: External Study load: Full time or part time	⇢ Environmental Law and Sustainable Development ⇢ Local Government and Planning Law ⇢ Legal Research Dissertation ⇢ Sustainable Corporate Governance and Financing ⇢ Climate Change and Energy Law ⇢ Trade and Environment Law ⇢ Comparative Environmental Law ⇢ Environmental Economics ⇢ Environmental Litigation and Mediation ⇢ Pollution, Law and Environmental Management ⇢ Heritage Law and Policy ⇢ International Environmental Law ⇢ Biodiversity and Biotechnology Law ⇢ Indigenous Law and Natural Resource Management ⇢ Water and Marine Biodiversity Law ⇢ Law, Globalisation and Cultural Transformations ⇢ Environmental Law and Policy Clinic
Monash University Graduate Diploma in Local Government Law - Course webpage		⇢ Australian legal system ⇢ Local government law ⇢ Electronic work place law ⇢ Graduate research paper (in local government law) ⇢ Law of employee relations ⇢ Local government contracts and procurement ⇢ Local government law ⇢ Planning law ⇢ Principles of construction law ⇢ Principles of environmental law

		⇢ Principles of privacy and freedom of information ⇢ Regulatory fundamentals: concepts, constructs and context ⇢ Regulatory methods
University of Technology Sydney Masters and Graduate Certificate in Engineering (Local Government Engineering) - Course webpage	Classes are usually held in the evenings or in block and/or distance mode	⇢ Traffic and Transportation ⇢ Water Supply and Wastewater Management ⇢ Road Engineering Practice ⇢ Urban Stormwater Design ⇢ Local Government Powers and Practice ⇢ Environmental Assessment and Planning ⇢ Environmental Management of Land
University of Technology Sydney Graduate Diploma and Graduate Certificate in Local Government Management - Course webpage	All subjects can be studied through intensive block release, and in several cases by distance or workplace learning, or at a university or college closer to home.	⇢ Local Government Principles and Practice ⇢ Vocational Competencies ⇢ Corporate Management and Organisation Change ⇢ Managing the Local Environment ⇢ Local Government Leadership ⇢ Social Planning and Development ⇢ Integrated Strategic Planning ⇢ Managing Local Enterprise

Australian Masters Degrees in Public Management, Public Administration and Public Policy

Many Australian universities offer a postgraduate program in some form of government studies, some including several degrees. The following list includes only one course from each university, however some have several degrees:

- Charles Darwin University - Master of Public Governance: Course webpage
- Curtin University of Technology - Master of Public Administration: Course webpage
- Griffith University - Master of Public Administration: Course webpage
- Griffith University - Executive Master of Public Administration: Course webpage
- Macquarie University - Master of Politics and Public Policy: Course webpage
- Monash University - Master of Public Policy and Management: Course webpage
- Murdoch University - Master of Arts in Public Policy: Course webpage
- The Australian National University - Executive Master of Public Administration (ANZSOG) (Public Policy): Course webpage
- The Flinders University of South Australia - Master of Public Administration (Policy): Course webpage
- The Flinders University of South Australia - Master of Public Administration (Management): Course webpage
- The University of Melbourne – Master of Public Policy and Management: Course webpage
- The University of New South Wales - Master of Policy Studies: Course webpage
- The University of Queensland - Master Gov & Public Policy: Course webpage
- The University of Sydney - Master of Public Policy: Course webpage
- The University of Western Australia - Executive Master of Public Administration: Course webpage
- University of Canberra - Master of Public Administration / Master of Management: Course webpage
- University of Tasmania - Master of Public Policy: Course webpage

International Tertiary Courses Specialising in Local Government

Institution/Course	Program Delivery	Topics
University of London: Birkbeck Public Sector and Local Government Management: Foundation Degree - Course webpage	**Location:** Central London **Attendance:** One evening a week., some Saturday workshops **Teaching:** A mixture of lectures, seminars, tutorials and workshops **Assessment:** A combination of essays, reports, presentations, project and portfolio work, as appropriate Classes are usually held in the evenings or in block and/or distance mode	⇢ Introduction to Lifelong Learning and Professional Development ⇢ Planning ⇢ Local Government in Context ⇢ Public Sector Modernisation ⇢ Public Sector Management ⇢ Work-Related Learning ⇢ Community Cohesion - Divercity: London's Unique Population ⇢ Community Leadership ⇢ London Governance ⇢ Divercity: London's Unique Population ⇢ Governing Global London; ⇢ Regenerating London
University of Warwick Masters in Public Management - Course webpage	The programme features nine three-day residential modules, each followed by a 3,000 word essay. Participants also write a 15,000 word project or dissertation. Course learning is supported by interactive lectures, case studies of real-life decision-making dilemmas, stimulating group work, and a full pack of study materials for each module. All the assessments are designed to be relevant to daily thinking and practice at work, and to embed the learning and development.	⇢ Leadership & Networks ⇢ Complexity & Systems ⇢ Service Delivery: Improvement & Performance ⇢ Change & Innovation ⇢ Strategy & Practice ⇢ User & Community Engagement ⇢ Research Methods for Public Managers ⇢ Audit, Scrutiny, Assurance & Accountability ⇢ Local Government & Partnerships ⇢ Local Government & Scrutiny ⇢ Local Government & Civil Renewal ⇢ Public Finance, Financial and Resource Management ⇢ Commissioning and the 3rd Sector ⇢ Finance for Commissioning

University of Birmingham Institute of Local Government Studies Masters in Public Management (Local Government) - Course webpage	The programme can be studied part-time over two years or full-time in just one. Modules are scheduled particularly to suit part-time study in units of two or three consecutive days in Birmingham. Participants study four core modules, one sector stream module (Leading and managing change in local government) plus one option module and a dissertation.	⇢ Public management and governance ⇢ Collaborative strategy ⇢ Outcomes, performance and resources ⇢ Public policy research methods ⇢ Managing people ⇢ Understanding organisations ⇢ Marketing public services ⇢ Managing in the Information Age ⇢ Making policy ⇢ Managing public money ⇢ Managing diversity ⇢ Project management ⇢ Managing at the political-professional Interface ⇢ Partnership working in health and social care ⇢ Strategic commissioning ⇢ Managing for service effectiveness ⇢ Organisation development in health and social care ⇢ Community governance and leadership ⇢ Comparative local government ⇢ Public service procurement and contracting ⇢ Law, regulation and finance of commissioning and procurement ⇢ Leading and managing change in social care ⇢ Leading and managing change in criminal justice ⇢ Overview and scrutiny
Meiji University Graduate School of Political Science and Economics - Political Masters Degree - Course webpage	Students may take not only subjects from their own Master`s but also subjects from other Master`s or graduate courses. A good number of international students are enrolled A credit transfer system with other universities is also available. Every year several students attend lectures at other universities, and several students from other universities attend this graduate course.	⇢ History of Political Thought ⇢ Political History of Europe ⇢ History of Japanese Political Thought ⇢ Japanese Political History ⇢ Political Thought ⇢ Public Administration ⇢ Local Government

UK Leadership Centre for Local Government - Course webpage

The Leadership Centre has led a number of large-scale change programmes with local authorities and other organisations.
They encourage the development and sharing of learning, often through events and building networks as well as publications, within both long term programmes such as Leeds Castle or Total Place, as agenda setting themes like behaviour change.

- Leeds Castle Leadership Programme for both leaders and chief executives
- Up-and-coming councillors have the opportunity to participate in the Next Generation programmes, which are run in the party tradition of each of the four LGA political groups
- Next Generation aspiring CEO programme
- Senior Women`s Network
- Leadership of Place Programme
- Future of Politics: The modern councillor, political coaching, preparing for power, politics of austerity

Samples of Innovation in Professional Development for Local Government

The following list is subjective and by no means exhaustive, but is intended to profile some courses which have adopted innovative modes of delivery to reflect the unique needs of the local government sector:

LOCAL AND REGIONAL EXAMPLES

Description	Innovation Factor
Newcastle ClimateCam ClimateCam for Councils is a program of knowledge transference from the experiences of Newcastle City Council's major review and retrofit of its ten largest public facilities to reduce energy and water use. Since 1998 Newcastle City Council has worked with over 190 local governments throughout Australia and New Zealand and continues to offer: In-business mentoring using the 14-step Financial Loss Control process Tailored one or two day workshops Tailored presentations and field trips - Link	*Led by one council, based on sharing their successes with other councils* *Includes field trips to work sites* *Offered to all councils in Australia and New Zealand*
Local Government Training Institute The Local Government Training Institute is a Registered Training Organisation and Division of Hunter Councils Inc., a not for profit rganization owned and operated by the 12 member councils of the Hunter Region. The LGTI offers and delivers a comprehensive range of council-specific training courses and local government qualifications - Link	*Registered training organisation owned and operated by 12 Hunter Councils* *Comprehensive range of local government training*
CENTROC – "That's a Good Idea" (TAGI) Council mentoring program The TAGI mentoring program aims to bring Council officers in the Central NSW region seeking professional development (mentees) in the area of sustainability together with experts in the field (mentors) to gain new perspectives and insights into how to incorporate sustainable practices into local government operations. The TAGI program aims to change the organizational and personal behaviour of the 16 member councils of CENTROC - Link	*Regionally co-ordinated mentoring program* *The ROC sources experts outside the region to mentor participating councils*

STATE-BASED TRAINING

Description	
MAV Future of Local Government Summit The Municipal Association of Victoria has held five annual summits focusing on the future of local government. International speakers have been invited to attend, and an issues paper was prepared at the end of the summit. Presentations are available on the website - Link	*A focus on the future directions of local government* *Discussion paper prepared*
LGMA NSW Member Networks LGMA NSW has fostered the development of Member Networks to facilitate the networking of local government professionals with like interests. - Link	*Individual professional groups catered for*
LGAQ Training Services The Local Government Association of Queensland is a Registered Training Organisation providing training to thousands of local government employees annually - Link	*Organised channelling of federal funding to large scale LG training*
WALGA: Diploma for Elected Members The Diploma in Local Government (Elected Member) provides the opportunity to be recognised as leaders in governance within the sector and become the first to attain a nationally accredited qualification specifically for Councillors, Mayors and Presidents - Link	*A qualification designed specifically for elected members*
LGPro Victoria: Emerging Leaders Program Twenty-four “emerging leaders” from Councils across Victoria are selected each year to participate in the Emerging Leaders Program. The Program is based on a combination of expert input and an experiential learning model providing extensive interaction amongst Program participants - Link	*A focus on the future directions of local government* *Discussion paper prepared*

AUSTRALIAN INITIATIVES

Description	Innovation Factors
Local Government Business Excellence Network The Local Government Network Business Excellence includes Councils from New South Wales, Queensland, South Australia and Tasmania. The aim of the Network is to learn from each other and others outside the Network about implementing Excellence in Local Government - Link	*Comprising a national network of councils who follow a structured process of continuous improvement*
Cultural Development: Executive Education Program This course aims to deepen awareness of the value of Community Cultural Development (CCD) within a public policy framework for a 'whole of government' application. It is based on the premise that a commitment to CCD at a local government level is a forward thinking investment in community leader ship and will increase cultural capital and bring about social change and community enterprise. This course has been developed by the Centre for Cultural Partnerships in consultation with the Municipal Association of Victoria, Local Government Community Services Association of Victoria, LGPro and the Cultural Development Network (Vic) - Link to brochure	*A pro-active approach by a professional association to influence local government leadership.* *This is a 3 day course delivered in a tertiary setting in collaboration with the local government sector.*

INTERNATIONAL EXAMPLES

Description	Innovation Factors
IDEA Peer Review Program A peer review allows a team of people who understand the pressures and challenges of running a local authority to review the practices of your council in a challenging but supportive way. This process allows a constructive discussion of your council`s strengths and weaknesses and provides recommendations of how improvements can be made. Peers mainly come from local authorities, but also from the private and not-for-profit sectors. Peers from local authorities include specialist officers, chief executives and elected members. Peer reviews are available in a number of areas including asset management, regulatory services, organisation productivity etc. **- Link**	*Facilitates learning between councils* *External assessment providing suggestions for improvement* *General or specific*
Harvard Kennedy School of Government: Multimedia Library The Institute of Politics makes available a searchable multimedia center, featuring nearly 1,300 John F. Kennedy Jr. Forum events, exclusive Q&A sessions, and student produced pieces on politics, policy, culture, and academic life. - Link	*Videos of a number of lectures and events*
Institute of Municipal Finance and Governance The Institute carries out a range of activities to further knowledge about municipal finance in Canadian cities and to disseminate that knowledge. These include research, seminars, a visiting scholars program, education and training, and publication of research findings. - Link .	*Seminars on relevant topics with international and local experts disseminate learning between cities. The institute also supports doctoral students to undertake much-needed research.*
Public Technology Institute PTI works with a core network of leading local government officials—the PTI membership—to identify opportunities for technology research, to share solutions and recognize member achievements, and develop best practices that address the technology management, governance and policy issues that impact local government. Officials from PTI member governments participate in Councils and Forums that address specific technology areas - Link	*GoGovTV – webinar series;* *Technology solutions and software purchase;* *Technology job register*

Commonwealth Journal of Local Governance

A peer-reviewed journal that aims to strengthen the research voice of local government in the Commonwealth by providing a forum for researchers and practitioners interested in local government ideas and practices. The journal is co-auspiced by the Commonwealth Local Government Forum (UK) and the UTS Centre for Local Government - Link

Academic journal which aims to bridge the gap between academic researchers and practitioners

UK Leadership Centre for Local Government

The Leadership Centre has led a number of large-scale change programmes with local authorities and other organisations.

They encourage the development and sharing of learning, often through events and building networks as well as publications, within both long term programmes such as Leeds Castle or Total Place, as agenda setting themes like behaviour change - Link

Programme for both leaders and chief executives

Up-and-coming councillors have the opportunity to participate in the Next Generation programmes, which are run in the party tradition of each of the four LGA political groups

Senior women leaders' network

21st Century Councillor

This is a wide-ranging professional development program for councillors in the UK, auspiced by the Local Government Association. 21st Century Councillor is supported through funding from the Department for Communities and Local Government and the Regional Improvement and Efficiency Partnerships (REIPs). The programme is also backed by the political leadership of the Conservative, Labour and Liberal Democrat parties - Link

Range of program delivery modes, including online guides, workshops and i n-council consultancies

Includes a simple, 10 point "manifesto on modern politics"

URBAN AND TOWN PLANNING COURSES

University	Course	Mode	State
University of New England	Dip Town Planning	D (F/P)	-
University of Canberra - Canberra	B Landscape Architecture	F	ACT
University of Canberra - Canberra	B Landscape Architecture/B Environmental Science	F/P	ACT
University of Canberra - Canberra	B Urban and Regional Planning	F/P	ACT
University of Canberra - Canberra	B Planning	F/P	ACT
Charles Sturt University - Albury-Wodonga	B Applied Science (Parks Recreation and Heritage)	F	NSW
Macquarie University - North Ryde	B Planning	F/P	NSW
University of New England - Armidale	B Urban and Regional Planning	F/P	NSW
University of New England - Armidale	B Rural Science	F/P	NSW
University of New England - Armidale	B Natural Resources/B Urban and Regional Planning	F/P	NSW
University of New South Wales - Kensington	B Planning	F	NSW
University of New South Wales - Kensington	B Planning/B Laws	F	NSW
University of Technology Sydney - City and Kuring-gai	B Human Movement B Arts in International Studies	F	NSW
University of Technology Sydney - Kuring-gai	B Human Movement	F	NSW
University of Western Sydney - Penrith	B Housing	F/P	NSW
Bond University - Gold Coast	B Urban Design and Planning	F/P	QLD
Griffith University - Gold Coast	B Urban and Environmental Planning	F	QLD
Griffith University - Gold Coast	B Urban and Environmental Planning/B Science	F	QLD
Griffith University - Gold Coast	B Environmental Planning (4 yr)	F/P	QLD
Griffith University - Gold Coast	B Environmental Planning / B Science	F/P	QLD
Griffith University - Gold Coast	B Laws / B Environmental Planning	F/P	QLD
James Cook University	B Planning	F/P	QLD
James Cook University - Cairns	B Planning	F/P	QLD
Queensland University of Technology - Gardens Point	B Design (Landscape Architecture)	F	QLD
Queensland University of Technology - Gardens Point	B Urban Development (Construction Management)	F	QLD
Queensland University of Technology - Gardens Point	B Urban Development (Property Economics)	F	QLD

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University	Course	Mode	State
Queensland University of Technology - Gardens Point	B Urban Development (Urban and Regional Planning)	F	QLD
The University of Queensland - St Lucia	B Regional and Town Planning	F/P	QLD
University of the Sunshine Coast - Sippy Downs	B Regional and Urban Planning	F/P	QLD
University of the Sunshine Coast - Sippy Downs	B Arts (Majoring in Environmental and Planning Studies)	F/P	QLD
University of South Australia - City East	B Urban and Regional Planning	F/P	SA
La Trobe University - Bendigo	B Urban, Rural and Environmental Planning	F/P	VIC
RMIT University (City)	B Applied Science (Planning)	F	VIC
RMIT University (City)	B Design (Landscape Architecture)/B	F	VIC
	Applied Science (Planning)		-
RMIT University: City	Diploma of Building Design and Technology	F	VIC
RMIT University: City	Advanced Diploma of Building Design - Architectural	F	VIC
Royal Melbourne Institute of Technology - Melbourne	Bachelor of Applied Science (Planning)	F/P	VIC
Royal Melbourne Institute of Technology - Melbourne	Bachelor of Applied Science (Planning) (Hons)	F/P	VIC
Royal Melbourne Institute of Technology - Melbourne	Bachelor of Social Science (Planning) (Hons)	F/P	VIC
Swinburne University of Technology: TAFE Croydon	Advanced Diploma of Building Design - Architectural	F	VIC
Swinburne University of Technology: TAFE Hawthorn	Diploma of Sustainable Landscape Design	P	VIC
University of Ballarat: SMB Ballarat	Advanced Diploma of Building Design - Architectural	F	VIC
University of Melbourne - Melbourne	Bachelor of Environments (majoring in Urban Design & Planning)	F/P	VIC
Victoria University (VU): Newport	Diploma of Building Design and Technology	F, P	VIC
Victoria University (VU): Newport	Advanced Diploma of Building Design and Project Administration	F, P-D, BI	VIC
Curtin University of Technology - Bentley	B Arts (Urban and Regional Planning)	F/P	WA
Curtin University of Technology - Bentley	B Applied Science (Architectural Science)	F/P	WA
Curtin University of Technology - Bentley	B Arts (Urban and Regional Planning) (Hons)	F/P	WA

University	Course	Mode	State
Edith Cowan University - Joondalup	Dip Planning	F/P	WA
Edith Cowan University - Joondalup	B Planning	F/P	WA
Edith Cowan University - Joondalup	B Urban and Regional Planning	F/P	WA
Edith Cowan University - Off Campus	Dip Planning	F/P	WA
Murdoch University - South Street	B Science (Sustainable Development)	F/P	WA
Murdoch University - South Street	B Arts (Sustainable Development)	F/P	WA
University of Western Australia - Albany	B Science (Restoration Ecology)	F/P	WA
University of Western Australia - Crawley	B Landscape Architecture	F/P	WA
University of Western Australia - Crawley	B Landscape Architecture (Mature-age Access Program)	F/P	WA
University of Western Australia - Crawley	B Environmental Design	F/P	WA
University of Western Australia - Crawley	B Science (Urban and Regional Planning) Technology	F/P	WA

TAFE.Institute	Course	Mode	State
		-	-
Chisholm Institute: Frankston	Advanced Diploma of Building Design and Project Administration	F, P	VIC
Chisholm Institute: Frankston	Advanced Diploma of Building Design - Architectural	F, P	VIC
Gordon Institute of TAFE: East Geelong	Diploma of Building Design and Technology	F	VIC
Gordon Institute of TAFE: East Geelong	Advanced Diploma of Building Design - Architectural	F	VIC
Holmesglen Institute of TAFE: Chadstone	Advanced Diploma of Building Design - Architectural	F, P	VIC
NMIT (Northern Melbourne Institute of TAFE): Greensborough	Advanced Diploma of Building Design and Project Administration	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Greensborough	Advanced Diploma of Building Design - Architectural	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Advanced Diploma of Building Design and Project Administration	F, P	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Advanced Diploma of Building Design - Architectural	F	VIC
Oceania Polytechnic Institute of Education Pty Ltd: Melbourne	Diploma of Building Design and Technology	F, P	VIC
Oceania Polytechnic Institute of Education Pty Ltd: Melbourne	Advanced Diploma of Building Design and Project Administration	F, P	VIC
TAFE QLD - Gold Coast Campus	Diploma of Building Design and Technology	F	QLD
TAFE QLD - Southbank Campus	Advanced Diploma of Building Design and Project Administration	D	QLD
TAFE QLD - Southbank Campus	Diploma of Building Design and Technology	F, P	QLD
TAFE QLD - Sunshine Coast Campus	Diploma of Building Design and Technology	F/P	QLD
Tasmanian Polytechnic - Clarence Campus	Diploma Of Local Government (Planning)	F, P, FI	TAS
Tasmanian Polytechnic - Clarence Campus	Advanced Diploma Of Building Design And Project Administration	F, P, FI	TAS
Training WA - Bunbury Campus	Diploma of Building Design and Technology	F	WA
Wodonga Institute of TAFE: Wodonga	Advanced Diploma of Building Design - Architectural	F	VIC
Other Institution	**Course**	**Mode**	**State**
Local Government Training Institute	Diploma of Local Government (Planning)	D	-
Local Government Association Queensland - Brisbane	Diploma of Local Government (Planning)	B	QLD

CIVIL ENGINEERING COURSES

University	Course	Mode	State
University of New England - Armidale	B Engineering Technology (Majoring in Civil Engineering)	F/P	NSW
University of New England - Armidale	B Engineering Technology (Majoring in Civil Engineering)	F/P	NSW
University of New South Wales - Australian Defence Force Academy	B Engineering (Civil Engineering)	F	NSW
University of New South Wales - Australian Defence Force Academy	B Engineering (Civil Engineering CDFSP)	F	NSW
University of New South Wales - Kensington	B Engineering (Environmental/Civil)	F	NSW
University of New South Wales - Kensington	B Engineering (Civil)	F	NSW
University of New South Wales - Kensington	B Engineering (Civil/Mining)	F	NSW
University of New South Wales - Kensington	B Engineering (Civil with Architecture)	F/P	NSW
University of Newcastle - Newcastle – Callaghan	B Engineering (Civil)	F/P	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering)	F	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering) (Construction Management)	F	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering) (Environmental)	F	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering) (Geotechnical)	F	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering) (Structural)	F	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering) (Project Engineering and Management)	F	NSW
University of Technology Sydney - City	B Engineering Civil and Environmental Dip Eng Practice	F/P	NSW
University of Technology Sydney - City	B Engineering Civil Dip Eng Practice	F/P	NSW
University of Technology Sydney - City	B Engineering Civil (Structures) Dip Eng Practice	F/P	NSW
University of Technology Sydney - City	B Engineering Civil (Construction) Dip Eng Practice	F/P	NSW
University of Western Sydney	B Engineering (Specialising in Civil Engineering)	F/P	NSW
University of Wollongong - Wollongong	B Engineering (Civil)	F/P	NSW

University	Course	Mode	State
Charles Darwin University	Advanced Diploma of Engineering (Specialising in Civil Engineering)	F/P/D	NT
Charles Darwin University	B Engineering (Specialising in Civil Engineering)	F/P/D	NT
Central Queensland University	B Engineering (Specialising in Civil Engineering)	D	QLD
Central Queensland University	Associate Degree Engineering (Specialising in Civil Engineering)	D	QLD
Central Queensland University	B Engineering (Diploma Entry)	D	QLD
Central Queensland University	B Engineering Technology (Specialising in Civil Engineering)	D	QLD
Central Queensland University	B Engineering Technology (Specialising in Civil Engineering) (Diploma Entry)	D	QLD
Central Queensland University - Gladstone	B Engineering (Specialising in Civil Engineering)	F	QLD
Central Queensland University - Gladstone	B Engineering (Co-op)/Diploma of Professional Practice (Engineering)	F	QLD
Central Queensland University - Gladstone	B Engineering (Diploma Entry)	P	QLD
Central Queensland University - Gladstone	B Engineering Technology (Specialising in Civil Engineering)	F	QLD
Central Queensland University - Gladstone	B Engineering Technology (Specialising in Civil Engineering) (Diploma Entry)	P	QLD
Central Queensland University - Mackay	B Engineering (Specialising in Civil Engineering)	F	QLD
Central Queensland University - Mackay	B Engineering (Co-op)/Diploma of Professional Practice (Engineering)	F	QLD
Central Queensland University - Mackay	B Engineering (Diploma Entry)	P	QLD
Central Queensland University - Mackay	B Engineering Technology (Specialising in Civil Engineering)	F	QLD
Central Queensland University - Mackay	B Engineering Technology (Specialising in Civil Engineering) (Diploma Entry)	P	QLD

University	Course	Mode	State
Central Queensland University - Rockhampton	B Engineering (Specialising in Civil Engineering)	F/P	QLD
Central Queensland University - Rockhampton	B Engineering (Co-op)/Diploma of Professional Practice (Engineering)	F	QLD
Central Queensland University - Rockhampton	B Engineering (Diploma Entry)	P	QLD
Central Queensland University - Rockhampton	B Engineering Technology (Specialising in Civil Engineering)	F/P	QLD
Central Queensland University - Rockhampton	B Engineering Technology (Specialising in Civil Engineering) (Diploma Entry)	P	QLD
Griffith University - Gold Coast	B Engineering (Civil Electrical and Electronic Mechatronics Sport and Biomedical)	F	QLD
Griffith University - Gold Coast	B Engineering (Specialising in Civil Engineering) (Advanced with Honours)	F	QLD
Griffith University - Gold Coast	B Engineering (Civil Engineering)	F	QLD
Griffith University - Gold Coast	B Engineering Technology (Specialising in Civil Engineering)	F	QLD
James Cook University - Cairns	B Engineering (Specialising in Civil Engineering)	F/P	QLD
James Cook University - Townsville	B Engineering (Specialising in Civil Engineering)	F/P	QLD
Queensland University of Technology - Gardens Point	B Business/B Engineering (Civil)	F	QLD
Queensland University of Technology - Gardens Point	B Engineering (Specialising in Civil Engineering)	F	QLD
Queensland University of Technology - Gardens Point	B Engineering (Specialising in Civil Engineering) (Dean’s Scholars Program)	F	QLD
The University of Queensland - St Lucia	B Engineering (Specialising in Civil Engineering)	F	QLD
University of Southern Queensland	Associate Degree in Engineering (Majoring in Civil Engineering)	D	QLD
University of Southern Queensland	B Engineering (Majoring in Civil Engineering)	D	QLD
University of Southern Queensland	B Engineering Technology (Majoring in Civil Engineering)	D	QLD
University of Southern Queensland - Springfield	Associate Degree in Engineering (Majoring in Civil Engineering)	F/P	QLD

University	Course	Mode	State
University of Southern Queensland - Springfield	B Engineering Technology (Majoring in Civil Engineering)	F/P	QLD
University of Southern Queensland - Toowoomba	Associate Degree in Engineering (Majoring in Civil Engineering)	F/P	QLD
University of Southern Queensland - Toowoomba	B Engineering (Majoring in Civil Engineering)	F/P	QLD
University of Southern Queensland - Toowoomba	B Engineering Technology (Majoring in Civil Engineering)	F/P	QLD
University of the Sunshine Coast - Sippy Downs	B Civil Engineering	F/P	QLD
Charles Darwin University - Casuarina	Advanced Diploma of Engineering (Specialising in Civil Engineering)	F/P/D	SA
Charles Darwin University - Casuarina	B Engineering (Specialising in Civil Engineering)	F/P/D	SA
The University of Adelaide - North Terrace	B Engineering in Civil and Environmental Engineering	F/P	SA
The University of Adelaide - North Terrace	B Engineering in Civil and Environmental Engineering double/ combined degrees	F/P	SA
The University of Adelaide - North Terrace	B Engineering in Civil and Structural Engineering	F/P	SA
The University of Adelaide - North Terrace	B Engineering in Civil and Structural Engineering double/combined degrees	F/P	SA
University of South Australia - Mawson Lakes	B Engineering (Civil and Environmental Management)	F/P	SA
University of South Australia - Mawson Lakes	B Engineering (Civil and Project Management)	F/P	SA
University of South Australia - Mawson Lakes	B Engineering (Civil and Transport)	F/P	SA
University of South Australia - Mawson Lakes	B Engineering (Civil and Water Resources Management)	F/P	SA
University of South Australia - Mawson Lakes	B Engineering (Civil)	F/P	SA
University of Tasmania - Hobart	B Engineering (Specialising in Civil Engineering)	F	TAS
Deakin University - Geelong	B Engineering (Majoring in Civil Engineering)	F/P/D	VIC
Deakin University - Geelong	B Engineering (Majoring in Civil Drafting)	F/P/D	VIC
Deakin University - Geelong	B Engineering (Majoring in Civil Engineering Management)	F/P/D	VIC
Deakin University - Geelong	Engineering (Engineering Scholars Program) (Majoring in Civil Engineering)	F/P	VIC

University	Course	Mode	State
Deakin University - Geelong	Engineering (Engineering Scholars Program) (Majoring in Civil Drafting)	F/P	VIC
Deakin University - Geelong	Engineering (Engineering Scholars Program) (Majoring in Civil Engineering Management)	F/P	VIC
La Trobe University - Bendigo	B Civil Engineering	F	VIC
Melbourne Institute of Business and Technology - Geelong Waurn Ponds	Diploma of Engineering (Majoring in Civil Engineering)	F/P	VIC
Monash College - Clayton	Diploma of Engineering (Majoring in Civil Engineering)	F/P	VIC
Monash University - Clayton	B Engineering (Majoring in Civil Engineering)	F/P	VIC
Monash University - Gippsland	B Civil and Environmental Engineering	F/P	VIC
RMIT University - City	Associate Degree in Engineering Technology (Civil Engineering)	F/P	VIC
RMIT University - City	B Engineering-Civil and Infrastructure	F/P	VIC
Swinburne University of Technology - Hawthorn	Associate Degree in Engineering (Majoring in Civil Engineering)	F/P	VIC
Swinburne University of Technology - Hawthorn	B Engineering (Civil Engineering)	F/P	VIC
The University Of Melbourne - Parkville	B Engineering (Majoring in Civil Engineering)	F/P	VIC
University Of Ballarat - Mount Helen	B Engineering Science (Civil Engineering)	F/P	VIC
University of Ballarat - Mt Helen	B Engineering Science (Civil Engineering)	F	VIC
University of Ballarat: SMB Ballarat	Diploma of Engineering Technology - Civil	F, P	VIC
University of Ballarat: SMB Ballarat	Advanced Diploma of Engineering Technology - Civil	F/P	VIC
Victoria University	B Engineering (Alternative Entry)	F	VIC
Victoria University - Footscray Park	B Engineering (Civil)	F	VIC
Victoria University (VU): Sunshine	Diploma of Engineering Technology - Civil	F	VIC
Victoria University (VU): Sunshine	Advanced Diploma of Engineering Technology - Civil	F/P	VIC
Curtin University of Technology - Bentley	Civil and Construction Engineering (BEng)	F/P	WA
Curtin University of Technology - Bentley	Construction Management and Economics (BAppSc)	F/P	WA

University	Course	Mode	State
Edith Cowan University - Joondalup	B Engineering (Civil)	F/P	WA
University of Western Australia - Crawley	B Engineering (Majoring in Civil Engineering)	F/P	WA

TAFE/Institue	Course	Mode	State
Canberra Institute of Technology - Bruce Campus	Associate Degree of Engineering	F, P	ACT
Canberra Institute of Technology - Bruce Campus	Advanced Diploma of Engineering Design	F, P	ACT
TAFE NSW - Bathurst Campus	Diploma of Civil Construction Design	FI	NSW
TAFE NSW - Leeton Campus	Diploma of Civil Construction Management	FI	NSW
TAFE NSW - Newcastle Campus	Diploma of Civil Construction Design	F, P-D, P-E	NSW
TAFE NSW - Nirimba Campus	Diploma of Civil Construction Design	F, P-D, P-E	NSW
TAFE NSW - Ultimo Campus	Diploma of Civil Construction Design	F	NSW
TAFE Queensland - GCIT - Ashmore	Advanced Diploma of EngineeringDesign/B Engineering (Civil Engineering)	F	QLD
TAFE Queensland - SBIT - Southbank	Associate Degree in Civil Engineering	F	QLD
TAFE Queensland - SBIT - Southbank	Associate Degree in Civil Engineering/B Engineering (Civil)	F	QLD
TAFE Queensland - SBIT - Southbank	Associate Degree in Civil Engineering/B Engineering (Civil)	F, P	TAS
Tasmanian Polytechnic - Alanvale Campus	Diploma of Engineering Drafting - Specialisation: Civil Design	F, P	TAS
Tasmanian Polytechnic - Alanvale Campus	Advanced Diploma of Engineering Design – Specialisation: Civil Design	F, P	TAS
Tasmanian Polytechnic - Campbell St Campus	Diploma of Engineering Drafting - Specialisation: Civil Design	F, P	TAS
Tasmanian Polytechnic - Campbell St Campus	Advanced Diploma of Engineering Design – Specialisation: Civil Design	F, P	TAS
Tasmanian Polytechnic - Hellyer Campus	Diploma of Engineering Drafting - Specialisation: Civil Design	F, P	TAS
Tasmanian Polytechnic - Hellyer Campus	Advanced Diploma of Engineering Design – Specialisation: Civil Design	F, P	VIC
Box Hill Institute of TAFE: Elgar	Diploma of Engineering Technology - Civil	F, P	VIC
Box Hill Institute of TAFE: Elgar	Advanced Diploma of Engineering Technology - Civil	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Greensborough	Diploma of Engineering Technology - Civil	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Greensborough	Advanced Diploma of Engineering Technology - Civil	F	VIC

TAFE/Institue	Course	Mode	State
NMIT (Northern Melbourne Institute of TAFE): Preston	Diploma of Engineering Technology - Civil	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Advanced Diploma of Engineering Technology - Civil	F, P	VIC
Training WA - Bunbury Campus	Diploma of Drafting (Civil/Structural Engineering)	F	WA
Training WA - Fremantle Campus	Diploma of Civil and Structural Engineering	F, FI, D	WA
Training WA - Fremantle Campus	Advanced Diploma of Civil and Structural Engineering	FI, D	WA
Training WA - Subiaco Campus	Diploma of Civil and Structural Engineering	F, P	WA
Training WA - Subiaco Campus	Advanced Diploma of Civil and Structural Engineering	F, P	WA

BUILDING SURVEYORS' COURSES

University	Course	Mode	State
University of New South Wales - Kensington	B Construction Management and Property	F	NSW
University of New South Wales - Kensington	B Engineering (Surveying and Geoinformation Systems)	F	NSW
University of Newcastle - Newcastle - Callaghan	B Construction Management (Building)	F/P	NSW
University of Sydney - Camperdown/ Darlington	B Engineering (Civil Engineering) (Structural)	F	NSW
University of Sydney - Camperdown/ Darlington	B Engineering/B Design in Architecture	F	NSW
University of Technology Sydney - City	B Construction Project Management	F/P	NSW
University of Technology Sydney - City	B Engineering Civil (Construction) Dip Eng Practice	F/P	NSW
University of Western Sydney - Penrith	B Housing	F/P	NSW
Bond University - Gold Coast	B Property & Sustainable Development	F/P	QLD
Central Queensland University	Associate Degree of Building Design	D	QLD
Central Queensland University	Associate Degree of Building Surveying	D	QLD
Central Queensland University	B Building Design	D	QLD
Central Queensland University	B Building Surveying and Certification	D	QLD
Central Queensland University	B Construction Management	D	QLD
Central Queensland University	B Property	D	QLD
Queensland University of Technology - Gardens Point	B Urban Development (Construction Management)	F	QLD
Queensland University of Technology - Gardens Point	B Urban Development (Property Economics)	F	QLD
Queensland University of Technology - Gardens Point	B Urban Development (Spatial Science)	F	QLD
Queensland University of Technology - Gardens Point	B Urban Development (Urban and Regional Planning)	F	QLD
University of the Sunshine Coast - Sippy Downs	B Property Economics and Development	F/P	QLD
Charles Darwin University - Casuarina	B Design	F/P	SA
The University of Adelaide - North Terrace	B Design Studies with Architectural Studies major or Landscape Studies major or Architectural and Landscape Studies major	F/P	SA

University	Course	Mode	State
University of South Australia - City East	Associate Degree in Built Environment	F/P	SA
University of South Australia - City East	B Built Environment	F/P	SA
University of South Australia - City East	B Construction Management and Economics	F/P	SA
Deakin University (Geelong Waterfront)	B Construction Management	F/P	VIC
RMIT University (City)	B Applied Science (Surveying)	F/P	VIC
RMIT University (City)	B Applied Science (Construction Management)	F	VIC
RMIT University: City	Diploma of Building Design and Technology	F	VIC
RMIT University: City	Diploma of Building and Construction - Building (06)	F, P	VIC
RMIT University: City	Diploma of Surveying	F, P	VIC
Swinburne University of Technology: TAFE Croydon	Diploma of Building and Construction - Building (06)	F	VIC
Victoria University (Newport/Footscray Park/Werribee)	B Technology (Building Surveying)	F	VIC
Victoria University (VU): Melton	Diploma of Building and Construction - Building	F	VIC
Victoria University (VU): Newport	Diploma of Building Design and Technology	F, P	VIC
Victoria University (VU): Newport	Advanced Diploma of Building Surveying	F	VIC
Victoria University (VU): Newport	Diploma of Building Surveying	F	VIC
Victoria University (VU): Newport	Diploma of Building Surveying	F	VIC
Curtin University of Technology - Bentley	B Surveying/B Commerce (Property)	F/P	WA
Curtin University of Technology - Bentley	B Applied Science (Construction Management and Economics)	F/P	WA
Curtin University of Technology - Bentley	B Surveying	F/P	WA
Curtin University of Technology - Bentley	B Surveying/B Commerce (Entrepreneurship)	F/P	WA

TAFE/Institute	Course	Mode	State
Australian Industrial Systems Institute: Melbourne	Diploma of Building and Construction - Building (06)	F	VIC
Bendigo Regional Institute of TAFE: Bendigo	Diploma of Building Design and Technology	F	VIC

Box Hill Institute of TAFE: Elgar	Diploma of Building and Construction - Building (06)	F	VIC
Canberra Institute of Technology - Bruce Campus	Diploma of Building and Construction	F, P	ACT
Canberra Institute of Technology - Reid Campus	Advanced Diploma of Building Design	F	ACT
Chisholm Institute: Frankston	Diploma of Building Design and Technology	F, P	VIC
Chisholm Institute: Frankston	Diploma of Building Surveying (03)	F	VIC
Chisholm Institute: Frankston	Diploma of Building and Construction - Building (06)	F, P	VIC
Customised Training Pty Ltd: Bacchus Marsh	Diploma of Building and Construction - Management	P-D, D, Bl, Fl	VIC
Gordon Institute of TAFE: East Geelong	Diploma of Building Design and Technology	F	VIC
Gordon Institute of TAFE: East Geelong	Diploma of Building and Construction - Building (06)	F	VIC
Holmesglen Institute of TAFE: Chadstone	Advanced Diploma of Building Surveying	F, P	VIC
Holmesglen Institute of TAFE: Chadstone	Diploma of Building Surveying	F, P	VIC
Holmesglen Institute of TAFE: Chadstone	Diploma of Building and Construction - Building	F, P	VIC
Holmesglen Institute of TAFE: Chadstone	Diploma of Building Surveying	F, P	VIC
Kangan Batman Institute of TAFE: Broadmeadows	Diploma of Building and Construction - Building (06)	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Greensborough	Diploma of Building and Construction - Building	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Advanced Diploma of Building Surveying	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Diploma of Building Surveying	F	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Diploma of Building and Construction - Building	F, P	VIC
NMIT (Northern Melbourne Institute of TAFE): Preston	Diploma of Building Surveying	F	VIC
Oceania Polytechnic Institute of Education Pty Ltd: Melbourne	Diploma of Building Design and Technology	F, P	VIC
TAFE NSW - Bathurst Campus	Diploma of Civil Construction Design	Fl	NSW
TAFE NSW - Granville Campus	Diploma of Building and Construction (Building)	F, P-E	NSW

University	Course	Mode	State
TAFE NSW - Granville Campus	Advanced Diploma of Sustainable Building Design	F	NSW
TAFE NSW - Hornsby Campus	Diploma of Building and Construction (Building)	F, P-D, P-E	NSW
TAFE NSW - Leeton Campus	Diploma of Civil Construction Management	FI	NSW
TAFE NSW - Nirimba Campus	Diploma of Building and Construction (Building)	F, P-E	NSW
TAFE NSW - Nirimba Campus	Advanced Diploma of Structural Engineering	P-D, P-E	NSW
TAFE NSW - OTEN	Diploma of Building Surveying	D	NSW
TAFE NSW - St George Campus	Diploma of Building and Construction (Building)	F	NSW
TAFE NSW - St George Campus	Advanced Diploma of Sustainable Building Design	P-E	NSW
TAFE NSW - Ultimo Campus	Advanced Diploma of Structural Engineering	F, P-D, P-E	NSW
TAFE NSW - Ultimo Campus	Diploma of Building and Construction (Building)	F	NSW
TAFE NSW - Ultimo Campus	Diploma of Surveying	P-D, P-E	NSW
TAFE NSW - Ultimo Campus	Advanced Diploma of Conveyancing	F, P-E	NSW
TAFE QLD - Gold Coast Campus	Diploma of Building Design and Technology	F	QLD
TAFE QLD - Gold Coast Campus	Diploma of Building and Construction (Building)	F, P	QLD
TAFE QLD - SkillsTech Australia	Diploma of Building and Construction (Building)	F, P, D	QLD
TAFE QLD - Southbank Campus	Advanced Diploma of Building Design and Project Administration	D	QLD
TAFE QLD - Southbank Campus	Diploma of Building Design and Technology	F, P	QLD
TAFE QLD - Southern Queensland	Diploma of Building and Construction (Building)	D	QLD
TAFE SA - Marleston Campus	Diploma of Building Design and Technology	F, P-E	SA
TAFE SA - O'Halloran Hill Campus	Diploma of Surveying	F	SA
TAFE SA - O'Halloran Hill Campus	Advanced Diploma of Spatial Information Services	F, P-D, P-E	SA
TAFE SA - O'Halloran Hill Campus	Diploma of Spatial Information Services	F, P-D, P-E	SA
TAFE SA - Panorama Campus	Diploma of Engineering Drafting	F, P-D, P-E	SA

TAFE/Institute	Course	Mode	State
TAFE SA - Panorama Campus	Advanced Diploma of Engineering Design	F, P-D, P-E	SA
Training WA - Balga Campus	Diploma of Building and Construction (Building) [Builder's Registration]	F, P	WA
Training WA - Bunbury Campus	Diploma of Building Design and Technology	F	WA
Training WA - Bunbury Campus	Diploma of Surveying	F	WA
Training WA - Bunbury Campus	Diploma of Drafting (Civil/Structural Engineering)	F	WA
Training WA - East Perth Campus	Diploma of Surveying	F, P, D, FI	WA
Training WA - Fremantle Campus	Diploma of Building and Construction (Building)	P	WA
Training WA - Leederville Campus	Diploma of Building and Construction (Building)	F, P	WA
Training WA - Leederville Campus	Diploma of Building and Construction (Building) [Builder's Registration]	F, P	WA
Training WA - Leederville Campus	Diploma of Building Design and Technology	F, P	WA
Training WA - Leederville Campus	Diploma of Building Surveying	D	WA
Training WA - Leederville Campus	Advanced Diploma of Building Surveying	D	WA
Training WA - Northam Campus	Diploma of Building and Construction (Building) [Builder's Registration]	D, FI	WA
Training WA - Peel Campus	Diploma of Building and Construction (Building)	P	WA
Tasmanian Polytechnic - Campbell St Campus	Diploma of Spatial Information Services (Surveying)	F, P	TAS
Tasmanian Polytechnic - Campbell St Campus	Advanced Diploma Of Spatial Information Services (Surveying)	F, P	TAS
Tasmanian Polytechnic - Clarence Campus	Diploma Of Building Surveying	FI, P	TAS

University	Course	Mode	State
Tasmanian Polytechnic - Clarence Campus	Diploma Of Building And Construction (Building)	F, FI	TAS
Tasmanian Polytechnic - Clarence Campus	Diploma Of Building And Construction (Management)	F, FI	TAS
Tasmanian Polytechnic - Clarence Campus	Diploma Of Building Design And Technology	F, P, FI	TAS
Tasmanian Polytechnic - Clarence Campus	Advanced Diploma Of Building Surveying	F, FI	TAS
Tasmanian Polytechnic - Clarence Campus	Advanced Diploma Of Building And Construction Management	F, FI	TAS
Trade Institute of Victoria Pty Ltd: Williamstown	Diploma of Building and Construction - Building	P	VIC

Insitution	Course	Mode	State
The Building Institute of Training and Development	Diploma of Building and Construction	D	-
Construction Skills Training Centre - Salisbury	Diploma of Building and Construction (Building)	F	QLD

APPENDIX 4 - PROPOSED LOCAL GOVERNMENT SURVEY

The following is a preliminary version of a web-based survey to be distributed widely throughout the sector for completion over several months. If you would like to take this survey, please go to www.acelg.org.au

1. Over the last year, have you attended any seminars, conferences, training or workshops? If yes, does that include:

- A one or two hour event
- A half day event
- A full day event
- A two day event
- An event over more than two days

2. In the past five years have you completed any distance or on-line learning? If yes, did you find it:

- Extremely useful and relevant
- Quite useful and relevant
- A little bit useful and relevant
- Not useful or relevant at all

3. Over the last year, have you used any written reference material such as books, study notes, guidelines or publications to assist you to do your job? If yes, were they (choose multiple responses if applicable):

- Prepared in your council
- Prepared by another Australian council
- Distributed by a professional association
- Reference books
- Academic journals

- Prepared by the state or federal government
- Prepared for local government in a different country

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4. Over the past five years, have you received any external coaching or mentoring (ie from someone outside your council)? If yes, did you find that:

- Extremely useful and relevant
- Quite useful and relevant
- A little bit useful and relevant
- Not useful or relevant at all

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5. Have you completed a tertiary degree from a university? If yes, what was it? How relevant is it to your current work in local government?

- Extremely useful and relevant
- Quite useful and relevant
- A little bit useful and relevant
- Not useful or relevant at all

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7. Over the past five years, how have you funded your participation in education or professional development programs? (Yes/no to each of the following)

- From the budget in my own unit of council
- From a central training budget
- Supplemented by my own contribution

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8. Over the past five years have you experienced any of the following challenges in undertaking education or professional development? (Very difficult, quite difficult, a little difficult, not at all)

- Costs and time of travel
- Limited access to council funding
- Limits on personal finances
- Time constraints due to work pressures
- Lack of relevant programs
- Lack of management support
- Family or other caring responsibilities

9. Considering the education and professional development activities you have completed over the past five years, please state your level of agreement with the following comments (Strongly agree, Slightly agree, Slightly disagree, Strongly disagree, Don't know):

- I have improved my skills and abilities to undertake my current role
- I have sufficient access to the programs I need to do my current role well
- Local government is well catered for in the programs I have undertaken
- I can access relevant programs when new issues arise in my current role
- Education and Professional Development has furthered my career in local government
- The Education and Professional Development I have undertaken has been inspiring and enjoyable

10. Finally, of all the education and professional development you have undertaken, which has been the most useful and why?

- About your Interest in Further Education and Professional Development

11. What kind of education or professional development would be most useful to you in your current role? (Extremely useful, quite useful, possibly useful, not useful at all)

- Management skills training
- Councillor skills training
- A Certificate or Diploma in your field
- An undergraduate degree in your field
- A postgraduate degree in your field
- Training which provides detailed information about other councils' work and innovations in your professional area
- Exchange opportunities in other councils
- Individual Coaching and Mentoring
- Facilitated problem-solving with your peers in other councils
- Training on emerging policy issues for your council
- other?

12. If good quality new programs tailored for local government were to become available to you, which of the following topics would be most useful?

- ⇢ strategy and vision
- ⇢ community engagement
- ⇢ councillor and manager relations
- ⇢ intergovernment relations
- ⇢ change management
- ⇢ financial management
- ⇢ risk management
- ⇢ service delivery options
- ⇢ access and equity issues
- ⇢ governance and probity
- ⇢ local government law
- ⇢ climate change
- ⇢ asset and infrastructure management
- ⇢ water management
- ⇢ affordable housing
- ⇢ economic development
- ⇢ transport
- ⇢ other?

13. What is your preference for the delivery of good quality education and professional development? (Extremely valuable, Quite valuable, sometimes valuable, not at all valuable)

- ⇢ Half day workshops/seminars
- ⇢ Full day workshops/seminars
- ⇢ Conferences
- ⇢ Web-based training
- ⇢ Guidelines and publications
- ⇢ Published case studies
- ⇢ Individual coaching and mentoring
- ⇢ Academic journal articles
- ⇢ Degree courses

14. Finally, what kind of education or professional development would you most like to undertake over the next couple of years and why?

About You

15. Which of the following best describes your role in council?

- ⇢ Councillor
- ⇢ Senior manager
- ⇢ 2nd or 3rd tier manager
- ⇢ Supervisor or co-ordinator
- ⇢ Professional officer
- ⇢ Administrative officer
- ⇢ Trade
- ⇢ Administrative officer
- ⇢ Outdoor worker

16. How long have you been in local government?

- ⇢ Less than a year
- ⇢ 1-2 years
- ⇢ 3-5 years
- ⇢ 5-10 years
- ⇢ Over 10 years

17. Which of the following best describes your current council?

- ⇢ metropolitan urban
- ⇢ metropolitan fringe
- ⇢ urban regional
- ⇢ rural agricultural
- ⇢ remote

18. State or Territory:

- ⇢ ACT
- ⇢ Northern Territory
- ⇢ NSW
- ⇢ Queensland
- ⇢ South Australia
- ⇢ Tasmania
- ⇢ Victoria
- ⇢ Western Australia

19. Are you a current member of a professional association?

- ⇢ Australian Institute of Building Surveyors
- ⇢ Australian Institute of Company Directors
- ⇢ Australian Institute of Environmental Health
- ⇢ Australian Library and Information Association
- ⇢ Australian Local Government Women's Association
- ⇢ Engineers Australia
- ⇢ Institute of Public Affairs
- ⇢ Institute of Public Works Engineering Australia
- ⇢ Local Government Managers' Association
- ⇢ Parks and Leisure Australia
- ⇢ Planning Institute of Australia
- ⇢ The Association of Professional Engineers, Scientists and Managers, Australia
- ⇢ Other?

20. What is your current title?