



Our Training Capabilities



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We find the pitfalls and opportunities the others miss,
giving you the best chance of success, because we're ...

- **ethical**
- knowledgeable
- insightful
- meticulous.

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What We Do

We work with you to devise strategies which get you where you need to go ...

- Government relations & stakeholder relations
- Governance
- Project facilitation
- Inbound investment assistance
- Marketing, communications, and campaigns

... **and customised training** in each.

Our

- deep knowledge and
- a meticulous approach

ensure clarity and insight ...

... about the pitfalls and opportunities the others miss ...

... giving you the best chance of success.

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How We Train

The ultimate purpose of training is to change behaviour, so we try to make sure we deliver, as well as new skills and information, the enthusiasm, commitment, and capability amongst participants that ensures apply what they've learned.

We will develop a single session, or a deeper training program, according to your needs, and budget. As our training is normally highly customised to your needs, we will not provide accredited courses and we are not a Registered Training Organisation.

Training is normally designed and delivered by both Stephen Robertson and Mike Smith; sometimes we may use guests or other specialist trainers where appropriate.

After we have worked with you (see page 11) to get a clear understanding of your needs, we'll develop a training proposal for you to consider: it will be what we judge best addresses your needs (including cost, timing, duration, methodology, and so on) but the final decision as to content and methodology is always yours.

Learning Styles and Training Methods

Where the training lends itself to it, we try to embed, into every session, all three of the core VAK learning styles:

- Visual
- Aural, and
- Kinaesthetic.

Training methods and delivery models will be customised to your needs, the needs of participants, and the demands of the subject matter; they might include:

- Formal in-person training sessions for up to 25 people¹, including, potentially, a mix of:
 - brainstorming,
 - in-person presentations or story-telling,
 - on-screen presentations,
 - lecturing,
 - demonstrations,
 - question-and-answer sessions,

¹ Larger groups can be accommodated if required but this changes the nature of the training significantly.

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- group exercises,
 - individual exercises,
 - role-playing exercises,
 - on-the-job observation,
 - posters,
 - handouts and/or workbooks,
 - audio-visual presentations,
 - discussion, or
 - other techniques as appropriate;
- On-line training;
 - One on one mentoring;
 - Group mentoring; or
 - Session facilitation.

Assessment

... will be custom-designed if you want it. There are positives and negatives to including assessment in training, and we will discuss options with you.

Ensuring Quality, Now and in the Future

The components of each training session or system will always include clear

- Objectives/Descriptors² and
- Outcomes/Elements

and will have a matching detailed session plan, so you can be confident the session is appropriately focussed on your needs and the needs of participants.

² “Descriptors” and “Elements” have particular technical meanings under the Australian Quality Framework – most of our clients are more used to such terms as “Objectives” and “Outcomes”.

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We always seek feedback at the end of each session, where possible – we have to make sure we’re meeting the needs of clients and participants, and delivering real, quality, outcomes, by asking for reactions to each session.

Training Facilities and Venues

We will discuss with you the most appropriate venue for training – away from your premises is often the best way to ensure participants focus on the training session rather than their day-to-day work, but this doesn’t suit every circumstance.

If you have suitable equipment, facilities, and venue, we will be happy to use yours, or we can arrange for them.

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Our Training Specialties

Government Relations & Stakeholder Relations

Marketing, Communications, & Campaigns

Governance

Inbound Investment Assistance & Project Facilitation

We know

- Government Relations and Stakeholder Relations
- Branding, Marketing and Communications for stakeholders and government
- Governance Systems and Meeting Skills
- Inbound Investment, and Project, Hurdles and Opportunities

inside out, and **we know how to customise training sessions to build skills** in what's critical for you.

There's more about our skills and experience in these areas, in our other capability statements, and on our website at www.ethicalconsulting.com.

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Why We're Better

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Ethical

Being ethical means more than merely ending each day without breaching a law or an ethics code – it's about ensuring what you do achieves positive outcomes, and happens in an ethical way. So, that's the kind of solutions and training we'll be recommending to you, and how we will work with you.

Anyone can achieve short-term results by cutting corners and gaming the system – those with a long-term perspective understand the business value of a reputation for operating ethically.

Our training will never propose dubious shortcuts, and always tells participants why an ethical approach is best.

Everything we do is predicated on protecting our clients' reputation, and our own.

Everything has to pass the front page test, conform to your codes of ethics, and, where relevant, your stakeholders' codes, too.

You are protected by our commitments to you, which are set out from Page 11 of this Capability Statement.

Knowledgeable

Our combined experience working with a wide range of

- clients,
- Governments and Oppositions,
- community based organisations,

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- expert advisors and academics, and
- other businesses and professional associations,

means we know how to wend our way through the trees and forests, on our way to getting results, and developing real-world skillsets.

We understand how and where to look, for your pitfalls and your opportunities, and as we work with you to identify them, we're able to identify the best way to bypass those pitfalls, and to leverage your strengths and opportunities, to reach your targets, and embed the skills you and your team need.

Because we won't offer you a training template, but take the time to understand your needs, our training leverages all of our experience, and is thoroughly focussed on your needs.

Our combined exposure to an enormous range of portfolios, industries and sectors

- International Trade
- Health
- Natural Resources
- Mining and resources
- Energy
- Water
- Emergency Services
- Professional bodies and industry associations
- Consultancies
- Agriculture, fisheries, forestry
- Non-Government / community-based organisations
- Information and Communication Technology
- Property development
- Service sector
- and many others

gives us the knowledge and flexibility to find the best solutions and options for you.

Insightful

Being ethical and having a good store of experience and knowledge isn't enough – we need to apply those attributes to development of insightful solutions directly applicable to your unique circumstances.

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We deliver insightful solutions by:

- ensuring we work with you as a team, and pooling the best ideas our experience can suggest,
- diligently and meticulously examining the environment in which you operate and in which you're seeking outcomes, to ensure we're across all of the facts and not making recommendations blindly, and
- carefully applying our extensive knowledge to the pitfalls and opportunities revealed by our research, and thoroughly identifying the opportunities provided by your strengths, and your business and political environment, to maximising their benefits training can offer.

Meticulous

Some consultants will talk to you for a short while, and then far too rapidly lay out a training plan. That's not us: we are methodical, thorough and professional, and believe you can't know to where you can aspire, and how you get there, unless you have a good understanding of where you are starting from, based on careful acquisition and evaluation of the full facts and risks.

Are there real issues you need to address, or is the problem smaller than you have thought? Is it possible to get to where you want? Or are you better advised to focus elsewhere? Or are there alternative objectives which can be attained, if your original objectives are out of reach? Our systems are designed to give you the best possible understanding of what's possible, so you can make good business decisions about what to seek, and the resources to deploy in that pursuit.

To ensure your resources are being directed economically, we strongly recommend you embark on your training only after a structured and methodical process of devising:

- properly-founded and viable objectives, of which your leadership are fully informed, and in which they are fully invested, and
- a training plan or session which can efficiently and effectively achieve those objectives.

These things can't happen without great attention to detail, and a careful process aimed at delivering value for money.

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How We Do It

Our Promise to You

We're always going to operate professionally and of course, ethically!

We'll make sure -

- the project scope is perfectly clear
- timeframes are understood
- milestones and fees are agreed
- major activities are acceptable, and
- the deliverables are unmistakable.

Activate: We always prefer to start a project with a substantive, structured and detailed workshop with you and your team, to ensure we're completely across the environment and what you need done.

Individualise: We will never use a template strategy. Our best-practice systems ensure you get what you need, not a cut and paste of our last report. Our extensive experience means we know how to get it right, and customise to your needs.

Diligent Research: We will not give you advice until we've done the necessary research. Instant solutions without due diligence are terribly wrong; it's a mistake to offer one, or to take one up if it is offered.

Protect Your Good Name: We will protect and advance the good name of your business. We won't do anything which is, or might be seen as, improper, or threatening or corrupt; nor will we break any laws.

Protect Everybody Else's Good Name: We will respect the spirit and the letter of the codes of ethics/conduct of others (e.g. public servants and other professionals) with whom we deal.

Tell You About Conflicts: We will tell you about any potential or real conflict of interest.

The Truth, the Whole Truth, Nothing but the Truth: We'll tell you the truth - all of it, and with nothing added - even if you don't want to hear it. And we won't mislead project stakeholders either.

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No Inflated Promises: In particular, we'll tell you the truth about what we can deliver - if you want something we can't handle, we'll refer you to someone who can do it, or with your approval, bring them into the team.

Confidentiality: We'll keep your secrets, and we're sure you will respect our intellectual property.

Civility: We'll always do our utmost to treat everyone with civility.

Stay Smart: We'll keep our skills and knowledge up to the standards needed to deliver on all of these promises, and deliver on your needs.

We respect and apply the spirit and the letter of the codes of conduct of the following institutions -

- Public Relations Institute of Australia www.pria.com.au
- Australian Marketing Institute www.ami.org.au
- Australian Institute of Management www.aim.com.au
- Australian Institute of Company Directors www.companydirectors.com.au
- American Association of Political Consultants www.theaapc.org
- Lobbyist codes in each Australian jurisdiction.

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We've stressed elsewhere just how ethical, knowledgeable, insightful and meticulous we are, and we bring all of those to bear on devising and delivering your training.

While we'll always customise our approach to meet your needs, we try to be methodical and systematic, and usually apply tried and trusted systems, designed to ensure you're getting value for money. We'll never try to apply tried and trusted solutions, however – solutions are always customised to your situation. The components of each training session or system will always include clear

- Objectives/Descriptors³ and
- Outcomes/Elements.

You don't want to invest in training which delivers inadequate outcomes, or misunderstands the difference between current skills and those needed. You don't want an off-the-shelf training package meeting the needs of the average business – because you are very unlikely to be average!

To ensure your resources are being directed economically, we strongly recommend you embark on your project only after a structured and methodical process of devising:

- properly-founded and viable training objectives/descriptors, of which your leadership are fully informed, and in which they are fully invested,
- outcomes/elements which are properly focussed on those objectives, and
- matching training session plans, delivering on those outcomes.

Such a structured and methodical process would normally have three Phases to it:

1. Training needs analysis,
2. Training package and session plan development, and
3. Training delivery.

If your needs are not complex, these three phases can happen very quickly.

Phase One: Training Needs Assessment

Unless you have a good understanding of where you are, you can't be sure how far you might be able to get, nor how to get there.

³ "Descriptors" and "Elements" are technical terms with quite specific meanings in Australia's vocational training system – you can think of them as "Objectives" and "Outcomes".



Some consultants will talk to you for a short while, and then far too rapidly lay out a plan. That's not us: we are methodical, thorough and professional, and believe none of us can know to where we can aspire, and how we get there, unless we have a good understanding of where we are starting from, based on careful acquisition and evaluation of the full facts and risks.

We will take the time necessary to talk with you, and your team if appropriate, to make sure we properly understand what is needed, and how best to deliver it.

We make our training needs analysis process as quick as necessary, but we always urge it happen, in some form.

Depending on the training you are looking for, and the size and complexity of your organisation, this Training Needs Analysis Phase might take the form of one or more meetings or discussions, and can be as short as an hour, or can be several hours across multiple discussions.

Phase Two: Training Development

Once the Training Needs Analysis Phase is completed, we'll develop a training package/training session plan(s) for you to consider: these will be what we judge best addresses your needs (including cost, timing, duration, methodology, and so on) but the final decision as to content and methodology is always yours.

These materials will reflect what we discover in the Training Needs Analysis Phase, and will be discussed with you before we move to delivery.

Our training package/session plan(s):

- take the results of that Training Needs Analysis
- apply the results to the training you have asked for, and
- propose how the best possible outcome can be delivered.

We will not hesitate to identify the problems you may confront in pursuing your objectives, and the level of difficulty, and if someone else can do the job better for you, we'll either bring them in as a partner in our project with your agreement, or refer you to them.

Phase Three: Training Delivery

Consistent with the outcome of discussions with you, about our proposed training package/session plan(s), we will set a venue, schedule the session(s), and get ourselves organised to deliver the training.

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Who Does It

Ethical Consulting Services combines the talents and experience⁴ of Stephen Robertson, former Queensland Government Minister, and Mike Smith, founder and principal consultant of Ethical Consulting.

Hon. Stephen Robertson

... is Ethical Consulting Services' principal advisor and government strategist.



Photo: www.leahdesborough.com

Training

Stephen is regularly invited to lecture to undergraduate and postgraduate students on policy making, government decision making and election campaigning at Griffith University, and has lectured students in Government policy-making, at University of Queensland.

He has also been involved in development and delivery of Board training in multiple aspects of governance and Board effectiveness.

His extensive knowledge of Government, governance, policy making, stakeholder engagement, and campaigning, make him an interesting, vital, and effective, contributor to skill development in these areas.

Governance

Stephen currently serves Chair of **Healthy Land and Water** (<http://hlw.org.au/>) and also Chairs the forum for regional natural resource management groups; he is a former non-Executive Director of West Moreton Oxley Medicare Local and the Johnny Warren Football Foundation.

Stephen is a former non-Executive Director of Greening Australia where over recent years he has been involved in the national restructure of the organisation to ensure its longer term financial stability and retention of its position as one of Australia's major provider of conservation and landscape restoration services.

He has also been involved in development and delivery of Board training in multiple aspects of governance and Board effectiveness, and is a member of the Australian Institute of Company Directors.

⁴ There's more details of our skills and backgrounds, in our general Capability Statement, downloadable from our website.

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Government Relations

Stephen Robertson has extensive and deep experience in government, as a member of the Queensland Parliament from 1992 to 2012. Ministerial service in a range of challenging portfolios between 1999 and 2012 gave Stephen a breadth and depth of knowledge across the whole of Government.

For two terms he was on Cabinet's Budget Review Committee, and across 13 years served at different times as Minister for Health, Natural Resources, Mines, Energy, Water, Trade and Emergency Services.

Prior to that, he served as Parliamentary Secretary for State Development, chaired the Queensland Small Business Council, and was a member of the Queensland Innovation Council and the Queensland Food Industry Council.

As a member of numerous national Australian Ministerial Councils, Stephen's understanding of the machinery, systems, and processes of Australia's Federal and State governance is extensive, and has proven invaluable in his work as an advisor to the corporate and not-for-profit sectors alike.

Lobbying, Industrial Relations & Reform

Before entering Parliament, Stephen held senior positions in the industrial relations sector, working for a number of organisations including as State Secretary, and National President of the United Firefighters Union.

His background in advocating and negotiating for fair workplaces gave Stephen the drive and foresight he needed to achieve reforms in his many roles in Government.

While Minister for Health, Stephen activated significant healthcare reform through a \$10 billion Health Action Plan which has since funded construction of the new Queensland Children's Hospital and the Gold Coast University Hospital.

His work in the Natural Resources, Mines and Energy, and Trade portfolios built his expertise in sustainable resource management, and his work with Queensland's Energy and Water Utilities delivered wide reaching reforms in water and energy pricing policies, corporate governance, and clean energy.

Stephen provides valuable insights into ensuring government engagement and lobbying program is effective, but does no lobbying.

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Qualifications

Currently studying for his Masters in International Relations, Stephen has a Bachelor of Arts from Griffith University, graduating with honours from the School of Modern Asian Studies.

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Mike Smith

... is Ethical Consulting Services' founder and principal consultant.



Training

Over 25 years Mike has developed and delivered short, customised training courses for commercial clients, community-based organisations, university students, and to professional conferences.

He has recently refreshed his train-the-trainer qualifications and holds a **Cert IV in Training and Assessment**.

Mike has worked at University of Queensland as Course Coordinator and Lecturer on Government policy-making, and has also lectured on lobbying, elections and campaigning, to Masters students.

His short-course development and teaching have included

- government relations,
- politics,
- the processes of government,
- policy-making,
- writing Ministerial correspondence,
- campaigning,
- strategy,
- crisis management,
- governance and Board effectiveness
- meeting management,
- problem-solving,
- fundraising,
- communications,
- time management,
- and more.

When working in each of his union and Labor Party roles, Mike developed and implemented almost all internal training.

Governance

Mike is currently a non-Executive Director on the Board of Stormwater Australia, and the Committees of Management of several NGOs. He's previously been a member of Industry Association Boards, a Company Secretary, a member of the Labor Party's National Executive, and Administrative Committees (~ Boards) in Queensland and Northern Territory.

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He has also been a member of the Charles Darwin University Council (then called NT University), and Granville TAFE Council.

As Secretary of the Northern Territory Branch of the ALP, he established all internal governance and management systems, their holding company, and was Company Secretary.

Mike has delivered effective governance systems, for many projects, and many NGO Boards; he's also developed and delivered training in governance and effectiveness, for Boards and projects.

To ensure he stays on top of governance issues, he is a member of the Australian Institute of Company Directors.

Government Relations

Every lobbying project is a strategy-driven campaign of branding, marketing and communications - and Mike has led those projects since 2004, helping clients - large and small - from

- the resource sector,
- information technology,
- property development,
- professional associations,
- the service sector,
- and many others,

see their projects, bids and policy proposals adopted by Governments.

His understanding of the processes of Australian governments, and how to work with them, is substantial.

Campaigning

To keep on top of the best in campaigns, he's buried himself deep inside the last four US Presidential campaigns, and most years learns more at the United States' premiere election campaigning conference in Washington DC. He's also lectured at that conference, in

- crisis management
- campaign management and
- campaign strategy development.

In addition, Mike directs, manages or mentors local election campaigns at all levels.

He was the first full time State Secretary (equivalent to Chief Executive) of the Northern Territory Branch of the Australian Labor Party - establishing all of their systems from scratch, and directing election campaigns.

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Qualifications & Experience

Mike's professional memberships include

- Public Relations Institute of Australia,
- Australian Marketing Institute,
- Australian Institute of Management,
- Australian Institute of Company Directors, and
- American Association of Political Consultants.

He has worked as a Ministerial advisor, and a negotiator/tribunal advocate and organiser for a large Australian union. He has a Grad Cert in Management which he aspires to turn into an MBA.

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A Case Study – A Services Club

The Problem

There are organisations in our community with liquor licences and poker machines, multi-million dollar turnovers, and Boards wanting to do the right thing but so unexposed to good governance practice, they struggle to know what to do or how to do it.

Board meetings can take much too long, achieve few formal decisions, and Boards can struggle to know where to begin to reform their own processes.

Knowing help is needed is the very best first step!

Our Solution

We spoke with Directors, sat in their meetings, and asked for ideas about what was needed.

Then we devised a short list of Board practices which would, if improved, deliver the best result for small investments and small effort.

We devised a half day training session around identifying common ground on just a few key Standing Orders, such as limits on speaking times. We devised and delivered another looking at which committees are needed, and the roles of Board members, and a third addressing more advanced meeting management, and risk identification and management.

We helped the Board develop policies/protocols in a couple of important areas, and gave advice on others they identified themselves, such as a Code of Conduct.

And we set up a program through which any Board member can access one-on-one advice and mentoring services from us, and which was used by most Directors.

Success?

Board meetings became shorter, more focused, less confusing and less aggravating; Board members found it easier to have a say and understand where meetings were going. Chairing was clearer and more consistent, and improved every month. Board members found it easier to identify the things they need to learn, next – they've started a journey of continuous, positive improvement.

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Where to Find Us

We are based in Brisbane, Australia, but travel wherever the work takes us!

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