
















2024 executive and professional development programs

Course dates are subject to change. Please see our website for the most up-to-date information. Click on  to access the course descriptions.


Executive development

26 Feb - 8 March	Succeeding on the frontline: executive development for middle managers (EL1 and equivalent)	
6-10 May	Preparing for a secure future (APS5/6 and equivalent MELBOURNE) NEW	
6-24 May	Navigating an era of strategic competition: executive development for senior managers (EL2 and equivalent)	
17-28 June	Succeeding on the frontline: executive development for middle managers (EL1 and equivalent)	
29 Jul - 16 Aug	Navigating an era of strategic competition: executive development for senior managers (EL2 and equivalent)	
14-25 October	Succeeding on the frontline: executive development for middle managers (EL1 and equivalent)	
4-29 November	Leading through disruption: executive development for senior executives (SES1 and equivalent)	

Futures hub programs

19-20 March	Introduction to futures analysis	
7-8 May	Analytic techniques for policymakers	
29-30 May	Futures into strategy NEW	
14-15 August	Analytic techniques for policy makers	
11-12 September	Introduction to futures analysis	
22-24 October	Advanced futures	

Short course professional development

February		
14-15	Violent extremism – how is it evolving? NEW	

20-21	How Canberra works: the national security ecosystem	📄
27-28	A brief dive with submarines	📄
29	AUKUS and nuclear stewardship NEW	📄
March		
6-7	National security: gender and peace	📄
14	Ethics in national security NEW	📄
13-14	Space and security	📄
14-15	Indo-Pacific: context and change (SYDNEY) NEW	📄
21-22	Strategic communications	📄
25-27	National security foundations: whole-of-nation (SYDNEY)	📄
26-27	Crisis, risk and resilience NEW	📄
April		
3-4	Intelligence and policy: a powerful pairing	📄
9-10	NSC CONFERENCE: Securing our future	
29-30	Xi's China: a closer look	📄
May		
1-2	Artificial intelligence and AI governance	📄
7	Sport, statecraft and security	📄
22-23	Strategic cyber	📄
June		
4-5	Transnational, serious and organised crime (BRISBANE)	📄
6-7	Blue Pacific: neighbours under threat (BRISBANE)	📄
July		
2-3	Rare earths and critical minerals NEW	📄
9-10	A brief dive with submarines	📄
11	AUKUS and nuclear stewardship	📄
23-24	Strategic communications	📄
August		
1-2	Critical infrastructure	📄
20-21	Propaganda and information warfare	📄
27-29	National security foundations	📄
September		
3-5	Climate, energy and security	📄
18	Future of intelligence	📄
19-20	Intelligence and Policy: a powerful pairing	📄
25-26	Legal Literacy	📄
October		
15-16	Strategic Cyber	📄
28-29	Regional stability: focus on Southeast Asia	📄
30-31	How Canberra works: the national security ecosystem	📄
November		
20-21	Xi's China: a closer look	📄

Course descriptions

Executive development

Leading through disruption: executive development for senior executives

SES1 and equivalent

This immersive four-week program provides senior executives with a contemporary perspective on national security and the intersection between domestic and international issues. As the NSC's flagship program, participants will have one-of-a-kind access to senior practitioners and thought leaders from across academia and the Australian and international security and intelligence communities. Participants will be mentored by former national security leaders and will develop knowledge, skills and confidence to lead effectively and effect lasting change.

The program includes an international study tour, offering high level insights into how other governments are managing security challenges.

Participants are required to hold a minimum NV1 security clearance.

Dates: 4-29 November 2024

Cost per person (ex-GST): \$34,000 for PAC agencies requiring additional places above pre-paid allocation; \$40,800 for all others

Navigating an era of strategic competition: executive development for senior managers

EL2 and equivalent

This three-week program explores the evolving concept of national security, providing in-depth analysis of a broad range of national security challenges facing Australia. Senior national security practitioners, together with thought leaders from academia and industry, share their insights in a trusted environment that empowers participants to hone their strategic thinking and leadership skills. The program focuses on enabling senior managers to expand their professional networks, discuss the challenges of leading in a complex environment, and consider their own role in building capability and resilience in our national security agencies. Participants are offered interstate or international field visits and access to mentoring by current or former SES leaders.

Participants are required to hold a minimum NV1 security clearance.

Dates: 6-24 May (pre-paid PAC agencies) and 29 July–16 August 2024 (market-based)

Cost per person (ex-GST): \$17,350 for PAC agencies requiring additional places above pre-paid allocation; \$20,820 for all others

Succeeding on the frontline: executive development for middle managers

EL1 and equivalent

Middle managers are on the frontline of policymaking and are often called upon to navigate the complexities of national security policy – a growing challenge in an accelerating world of change. This two-week program equips policymakers with a better understanding of Australia's national security framework and the strategic challenges we face. It convenes expert speakers to provide in-depth briefings on the latest national security issues and to discuss leadership in the national security context. The program's interactive, practical approach offers participants opportunity to think strategically, share their perspectives with senior national security practitioners and build networks.

Participants are required to hold a minimum NV1 security clearance.

Dates: 26 February–8 March, 17-28 June and 14-25 October 2024

Cost per person (ex-GST): \$11,650 for PAC agencies requiring additional places above pre-paid allocations; \$13,980 for all others.

Preparing for a secure future NEW (Melbourne, Victoria)

APS 5 & APS 6 and equivalent

New in 2024, this program is designed specifically to equip newer national security practitioners from Commonwealth and state governments, with the foundational knowledge and skills needed to navigate Australia's complex national security landscape. This immersive course introduces participants to three key elements of Australia's national security: policy challenges, governance arrangements and institutional structures. Through engaging presentations, examination of case studies, mentoring and interactive discussions, this course provides participants the opportunity to better understand evolving threats, decision making processes and the essential role national security agencies play in upholding Australia's security and resilience.

Dates: 6-10 May 2024

Cost per person (ex-GST): \$4,750 for PAC agencies; \$5,200 for all others

Professional development: short courses

Potential participants interested in any of the short course programs listed below are encouraged to register their interest with NSC at any time: epd.nsc@anu.edu.au

A brief dive with nuclear powered submarines

The planned acquisition of nuclear powered submarines under the AUKUS partnership presents significant capability, support and policy challenges for Australia. This one-and-a-half day program will build participants' understanding of AUKUS, nuclear technologies and nuclear powered submarines as a sovereign capability. It will also provide a brief introduction to the national capabilities needed to support nuclear powered submarines and the laws and regulations that govern their use.

Dates: 27-28 February and 9-10 July 2024

Cost per person (ex-GST): \$2,000 for PAC agencies; \$2,500 for all others

Artificial intelligence (AI) and AI governance

Artificial intelligence has captured the popular imagination, yet remains a complex set of technologies that are ill-defined and poorly understood. This program cuts through both fear and hype to explore how AI can and should be used in different domains, with a focus on its implications for national security, ethics and geopolitics. Participants will be encouraged to assess how AI could be deployed in their own organisational contexts.

Dates: 1-2 May 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

AUKUS and nuclear stewardship NEW

This new course delves into the complexities of the AUKUS partnership and its implications on nuclear stewardship. Participants will explore the diplomatic, strategic, and security aspects of the AUKUS alliance, gaining an in-depth understanding of its role in safeguarding Australia's national interests. Through expert insights and policy analysis, this program equips officials with the knowledge and tools to navigate the multifaceted challenges and opportunities surrounding nuclear stewardship within the context of AUKUS. This one-day program will be offered twice in 2024.

Dates: 29 February and 11 July 2024

Cost per person (ex-GST): \$1,300 for PAC agencies; \$1,560 for all others

Blue Pacific: neighbours under threat

This program introduces participants to the Blue Pacific and provides expert commentary on the historical relationships between Australia and its Pacific neighbours, the governance structures that underpin collective decision making in the Pacific and regional partnerships. Participants will develop an understanding of the challenges facing our Pacific Island neighbours, the Pacific responses to these threats, and the role of Australia and like-minded partners in supporting the Pacific.

Dates: 6-7 June 2024 (Brisbane)

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Climate, energy and security

Climate change will have profound implications for Australia's national security. This course explores the relationships between climate change, energy dynamics and global security. Participants will explore climate-induced challenges, resource scarcity and geopolitical implications, gaining valuable insights into the effect on our national security landscape. Through multidisciplinary presentations and perspectives and interactive Q&A opportunities, participants on this course will have the opportunity to

consider the policy implications arising from climate and energy-related crises, and deepen their understanding of requirements for sustainable and resilient solutions in a rapidly changing world.

Dates: 3-5 September 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Crisis, risk and resilience NEW

Over two days participants will be joined by leading experts to delve into the multifaceted intersection of crisis, risk and resilience. Through discussions, case studies and hands-on exercises, participants will examine the strategic risks facing Australia during this era of intense geo-political competition and consider carefully the concept of, and policy options needed to strengthen, democratic resilience.

This program is designed to enhance participants' ability to navigate the evolving security landscape, make informed decisions and proactively safeguard national security interests in an era marked by unprecedented and accelerating change.

Dates: 26-27 March 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Critical infrastructure

Critical infrastructure includes the facilities, supply chains, information technologies and communication networks that, if destroyed or disrupted for an extended period, will harm our national security and economic wellbeing. Drawing on the insights and experiences of experts from government, industry and academia, this program allows participants to analyse how Australia works across sectors to manage risks and protect its critical infrastructure from a growing range of threats.

Dates: 1-2 August 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Ethics in national security NEW

Ethical principles underpin the Australian Public Service's values and is integral to national security. This intensive two-day program delves into the intricacies of ethical navigation within the sector. Attendees will explore relevant legislation, the role of international law, and the legislative processes governing our national security laws. Through dynamic discussions and case studies, participants will develop a nuanced understanding of moral dilemmas and decision-making. This program will equip officials with ethical frameworks and practical tools to make principled judgements in complex situations, bolstering their capacity to safeguard national security while upholding the highest standards of integrity and accountability. The course is particularly useful for officials working in legal policy, governance and oversight roles as well as operational staff who need to understand the framework that underpins legal and human resource principles.

Dates: 14 March 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Future of Intelligence NEW

New in 2024, "Future of Intelligence" is a forward-looking course designed to provide participants with a comprehensive understanding of the emerging priorities and issues faced by the agencies that comprise the National Intelligence Community (NIC) to safeguard Australia's national security. Through engaging discussions and real-world case studies, attendees will gain insight into the diverse challenges, risks, threats and opportunities encountered by intelligence and policy officials. This program equips individuals with the knowledge and awareness needed to navigate the evolving

intelligence landscape, ensuring they can contribute effectively to Australia's security interests.

Dates: This one-day course will be offered twice in 2024: 18 September and 2nd date TBC
Cost per person (ex-GST): \$1,300 for PAC Agencies; \$1,560 for all others

How Canberra works: the national security ecosystem

This program explores national security frameworks, architecture, decision making and oversight – the "how" of national security policy and decision making. Aimed at graduates and early career practitioners, this is a crash course on Australia's national security ecosystem, how it interacts with other areas of government and how the national security community really works.

This program will be offered at least twice in 2024. Content will be at the unclassified level and participants do not need a security clearance.

Dates: 20-21 February and 31 October–1 November 2024
Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Indo-Pacific: context and change

Aimed at participants from the private sector, but open to those from public sector as well, this program considers strategic risk in the Indo-Pacific. Participants will dive deep into the geopolitical, economic and security considerations for the Indo-Pacific and the behaviour of key regional actors. How can Australia operate more effectively in its immediate neighbourhood, which is now often touted as the most dynamic region in the world?

Dates: 14 and 15 March 2024 (SYDNEY)
Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Intelligence and policy: a powerful pairing

Intelligence can reduce uncertainty and inform policymakers in an increasingly uncertain and complex world. At this course, participants with a basic understanding of both intelligence and policy will dive deeper into the role that intelligence plays to support policymaking and learn how to harness the intelligence capabilities of the agencies that comprise the National Intelligence Community. Case studies will be used to explore the importance of understanding and overcoming bias and subjectivity when using intelligence in policymaking. This program will be offered twice in 2024.

Participants are required to hold a minimum NV1 security clearance.

Dates: 3-4 April and 19-20 September 2024
Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Legal literacy

Australia's national security agencies operate under a complex set of laws. It is essential that those who work in the sector can navigate through the complexity. This two-day program, co-designed with the ANU College of Law, is primarily aimed at non-lawyers and provides an introduction to reading and using relevant legislation, how the Constitution affects national security laws, the role of international law and the ways our national security laws are made, amended and overseen. The course is particularly useful for those working in legal policy, governance and oversight roles as well as operational staff who need to understand the frameworks that underpin legal authorities such as warrants and authorisations.

Dates: 25-26 September 2024
Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

National security foundations

This program introduces participants to the issues, challenges, and opportunities that shape Australia's national security landscape. By engaging with leading academics and senior officials, the program provides participants at any level who are new to working in national security domain, the opportunity to explore the complex security environment in which they operate, and strengthen their ability to understand and shape policy decisions.

Participants can be from the public and private sectors and include those working in policy, strategic planning, risk management, intelligence, capability development and operations. Participants are required to hold a minimum NV1 security clearance.

Dates: 27-29 August 2024

Cost per person (ex-GST): \$3,375 for PAC Agencies; \$4,050 for all others

National security foundation: a whole-of-nation perspective

This introductory program – aimed at practitioners from state and territory governments and the private sector – provides participants the opportunity to examine the issues, challenges and opportunities facing Australia in an increasingly complex national security environment.

Participants will engage with a range of thought leaders and experts on Australia's current and emerging security challenges and deepen their understanding of state, territory and Commonwealth inter-dependencies and coordination mechanisms. The course will include opportunities for state and territory participants to caucus with each other and Commonwealth counterparts with a view to fostering a national security community of practice across our governments. No clearance required.

Dates: 22-24 May 2024 (Sydney)

Cost: to be advised; please contact NSC directly if interested in this program

National security: gender and peace

This program will provide participants the opportunity to develop an understanding of the connection between gender, security and peace, by exploring the women, peace and security (WPS) agenda, its importance and policy makers' role in its implementation. The program will explain the history and principles underpinning the agenda, outline the roles that participants (and their agencies) play in implementing Australia's WPS framework and discuss the practical examples of how WPS applies in contemporary scenarios.

Dates: 6-7 March 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Propaganda and information warfare

From election interference to pandemic conspiracies, a host of actors across the globe are finding new ways to exploit and weaponise information. Is Australia sufficiently prepared to respond? What do we need to do to address misinformation, disinformation, propaganda and fake news? We attempt to answer these questions and more, as we provide a strategic overview of information manipulation, global actors' strategies and tactics and the implications for our national security.

Dates: 20-21 August 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Rare earths and critical minerals NEW

This new two-day program examines the strategic importance of rare earths and critical minerals to Australia's interests. Participants will gain deep insights into the geopolitical and geo-economic significance of rare earths and critical minerals as well as supply chain vulnerabilities. This program will prepare participants with essential knowledge to assess and mitigate risks, ensuring the security of critical resources in an ever-changing global landscape.

Dates: 2-3 July 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Regional stability: focus on Southeast Asia

This program explores Southeast Asia as a nexus of strategic rivalry in the Indo-Pacific. It focuses on how regional actors are responding to China's rise, how competition for influence is evolving and what challenges this poses for regional cohesion. During this course participants will consider, among other topics, whether Southeast Asia is shifting towards a more China-centric order; how regional states and institutions — especially ASEAN — figure in the Indo-Pacific balance of power; and the other security challenges faced by the region.

Dates: 28-29 October 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Space and national security

Co-designed with the ANU Institute for Space, this program critically analyses the implications of military and security activities in space, the challenges to global space governance and the importance of space situational awareness technologies. It will contribute to debates about the role Australia can play as a space middle power, as it becomes more active in space and seeks to establish sovereign space capabilities.

Dates: 13-14 March 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Sport, statecraft and security NEW (date TBC)

This one day program, new in 2024, is designed for government officials whose portfolios engage with the sport industry through major national and international sporting activities. The course will examine the current and emerging geo-economics of sport and the politics behind "sports-washing". It will consider the nuances of sports diplomacy with a focus on Australia's engagement in the region, analyse the risks and opportunities associated with delivering major sporting events, and consider the challenges for government and sport posed by transnational and organised crime syndicates. Combining expert insights, interactive discussions and real-world case studies, this course will equip participants with knowledge and tools to better navigate the complexities at the nexus of sports, statecraft and security.

Dates: This one-day course will be offered in the first half of 2024; dates to be confirmed shortly.

Cost per person (ex-GST): \$1,300 for PAC Agencies; \$1,560 for all others

Strategic communications

In a 24-hour media cycle disrupted by influencers, online commentators and individuals with mobile phones, public opinion is being shaped at lightning speed. Consequences can include perceptions of bias, misinformation, 'weaponised' information and 'post-truth' behaviour. In this environment, what is Australia's national security narrative and how does the public perceive national security? How can the public sector effectively and accurately help government shape public opinion while maintaining space for dissenting opinions? And how does it develop and maintain social license while balancing public interest with national [security] interest and the need to know?

This program, aimed at mid to senior level policy officers and leaders, will consider the art of influence, national security narratives and, through the discussion and exploration of case studies, examine the value of effective strategic communications.

Dates: 23-24 July 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Strategic cyber

With the world's people, business and Infrastructure increasingly globally connected, Australia's national interest requires protecting our assets in cyberspace from diverse threat actors. This program will introduce the core concepts of cybernetics, cyber security, and assessing risk to enhance our understanding of how the next generation of critical technologies will affect Australia's interests in cyberspace.

Dates: this program will be offered twice in 2024: 22-23 May and 15-16 October 2024

Cost per person (ex-GST): \$2,250 for PAC agencies; \$2,700 for all others

Transnational, serious and organised crime

Transnational, serious and organised crime (TSOC) is increasingly complex, obscuring the boundaries between law enforcement and national security. This program engages participants in wide-ranging perspectives on TSOC and its pervasive impact across the national security environment. It explores the intersections between TSOC and intelligence, defence and law enforcement, and considers the critical role played by States and Territories in combating the threat.

Dates: 4-5 June 2024 (Brisbane); may also be offered in Canberra, subject to demand

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Violent extremism – how is it evolving? NEW

Join us for a timely exploration of the ever-changing landscape of extremist ideologies and tactics. Delving into the dynamics of radicalisation, propaganda, and online recruitment, this program equips participants with a comprehensive understanding of contemporary extremist threats. Through case studies and expert insights, attendees will analyse the evolution of violent extremism and its implications on national and global security, enabling them to develop more effective strategies for prevention and response.

Dates: 14-15 February 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Women in national security: leadership and impact

This program examines the unique challenges and opportunities that women encounter while leading, or aspiring to lead, in critical sectors such as defence, cybersecurity, law enforcement, intelligence, border control, and/or foreign affairs. In an ever-evolving security landscape, women are making substantial contributions, enriching these domains with diverse perspectives. By examining the pivotal roles women play, this course not only highlights their positive impact but also emphasises the importance of their leadership in addressing contemporary security threats both in Australia and on a global scale. Join us to gain insights, inspiration, and strategies for leadership in national security.

Date: TBC

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Xi's China: a closer look

This advanced level program is tailored for participants with a solid academic or professional understanding of China who seek deeper perspectives on China's strategic rise and the complex challenges this poses in the Indo-Pacific region. Expert speakers will discuss the impact of Xi Jinping's rule on China's political, security and economic settings, and examine how China's internal dynamics impact upon global and regional power dynamics. With a focus on Taiwan and Australia's near region, we look at the challenges these developments present for Western policymakers. Course numbers are limited to enable interactive discussion and participants are expected to have a current professional focus on China issues.

Dates: 29-30 April and 20-21 November 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Courses that will be offered—available subject to demand

Tech breakfast series

Over four mornings over four consecutive weeks, this series will consider national security impacts, challenges and opportunities posed by new and emerging technologies and the intensifying state of global technology competition. It will help participants analyse the impacts of technologies on national security and engage more effectively on technology-related matters and policy.

Health and national security

COVID-19 brought health to the forefront of everyone's minds, including national security policy and decision makers. This three day program explores the nexus between health and national security, bio-security, how global threats to human security fit with traditionally nation-centric notions of security, and the ways in which national security policy and decision makers might sensibly factor health into strategic thinking in the future.

Professional development: Futures Hub programs

Introduction to futures analysis

This training provides participants with an understanding of the key principles of futures thinking, a range of futures tools that can be applied to policy analysis, and practical experience applying some of these techniques to a relevant case study. Suitable for new starters and experienced policy and intelligence professionals, this course combines theory, methodology and practical activities into futures analysis skills you can apply every day in the workplace. This program will be offered twice in 2024.

Dates: 19-20 March and 11-12 September 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Analytic techniques for policy makers

This training introduces participants to a range of structured analytic techniques — selected from intelligence, design thinking, and academia — for their application to robust policy development. Policy makers will learn practical ways to improve creative and critical thinking, analysis and develop recommendations. This program will be offered twice in 2024.

Dates: 7-8 May and 14-15 August 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Advanced futures

This three-day program explores the methods and tradecraft needed to integrate effective futures analysis into decision making processes. The program features a range of leading Australian and international presenters, practical exercises and reflection activities and is suitable for participants with a grasp of core futures analysis techniques and who are looking for different skills or tools to improve their ability to impact policy and planning decisions.

Dates: 22-24 October 2024

Cost per person (ex-GST): \$3,375 for PAC Agencies; \$4,050 for all others

Futures into strategy NEW

This course is currently under-development; further information on design and content to be provided shortly.

Dates: 29-30 May 2024

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others