



Writing in Government Program Guide

Institute for Communication
Management and Leadership

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“I hear and I forget
I see and I remember
I do and I understand”
Confucius

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Introducing ICML

ICML Vision

Create tailored learning solutions that makes people productive and happy.

What we do

We specialise in developing leadership, interpersonal and professional effectiveness skills.

Our programs make our participants more confident and productive. We thereby boost their happiness, which in turn strengthens productivity.

Productive and happy employees increase their organisation's bottom line.

We help people and organisations expand their potential through our training programs, coaching and consultancy.

We deliver our programs primarily to leaders, managers and aspiring managers.

Through our programs we boost:

- skills
- confidence
- motivation.

Our learning interventions improve job performance as well as relationships.

Why choose ICML?

Key reasons:

- We deliver powerful, tailored learning experiences.
- Our coaches and facilitators are experts.
- We focus relentlessly on helping our participants apply their new skills in practice.
- We create fun learning experiences.
- We jam-pack our training with practical activities and exercises.
- We're a friendly bunch; give us a call to try it out.
- Our customer service promise: you and your organisation are number one for us.

Call us today on 1300 655 098 to discuss your personal or organisational development needs or to ask for an immediate quote.

ICML philosophy and learning approach

Developing people from the inside

We favour developing people from the inside through comprehensive skills practice.

We reinforce and build the skills most useful in work and life.

Experiences

Our highly interactive sessions make for powerful learning experiences.

ICML workshops combine the latest scientific insights with practical activities and experiences.

Expert facilitators offer continuous opportunities to interact, discuss and practise.

Small groups

We like small groups. Groups of five to 14 participants encourage vivid interaction and personal attention.

Tailoring

We tailor our in-house training to the organisation and participants.

Our training is therefore always fully relevant and links back to participants' own work experiences.

Facilitators of our public courses tailor the program to individual objectives where possible, to target learning.

Our system

Training is most effective when it's a process in which goals, objectives, action plans and follow-up reinforce the effectiveness of the training 'event'. What you can expect from us:

- highly experienced and inspiring trainers
- an energetic and safe learning environment
- facilitators who address participants' individual objectives
- we pay strong attention to making action plans
- we support follow-up after training sessions to ensure participants apply what they have learnt in practice.

The ICML Continuous Growth Learning Model: making it stick

ICML makes learning stick by tackling the entire learning process through the ICML Continuous Growth Learning Model.

Workplace learning takes place through a mix of formal training, coaching, feedback and on-the-job training. Training is a small but critical part of professional and personal development.



Goals

We help participants link their goals to our training. Before the program we ask them about their objectives, for two main reasons:

- you learn more when you know what you want to achieve with the training
- our facilitators tailor the session to the participants' needs where possible.

Ideally, participants' choice of training flows from their personal development plan, linking job or career goals and the capabilities they need to develop.

Training

*“The mediocre teacher tells.
The good teacher explains.
The superior teacher demonstrates.
The great teacher inspires.”*

William Arthur Ward

At ICML we provide training in short and intensive bursts. In one or a few demanding days participants listen, practise, discuss, experience, reflect and plan for the future.

At ICML we make learning engaging and fun. People don't sit and listen to long drawn-out lectures, make a few notes and leave. Don't expect 'death by PowerPoint'.

We use the latest scientific insights in highly practical ways and let our participants experience what these insights mean for them personally.

Personal action plan

We continually focus on practical application of your new skills.

Personal action plans are the basis for transfer of skills to the workplace.

During the training session we make ample time for participants to write down how they will apply their new skills, tools and strategies in the workplace.

Implementation and follow-up

During the training workshop we give participants the skills to keep on learning back at work.

For in-house programs we work with managers and learning professionals to maximise participants' opportunities to put newly learnt skills into practice.

Call us to discuss how we can help you to build a learning process together.

In-house Training and Live Virtual Workshops

Delivering in-house programs

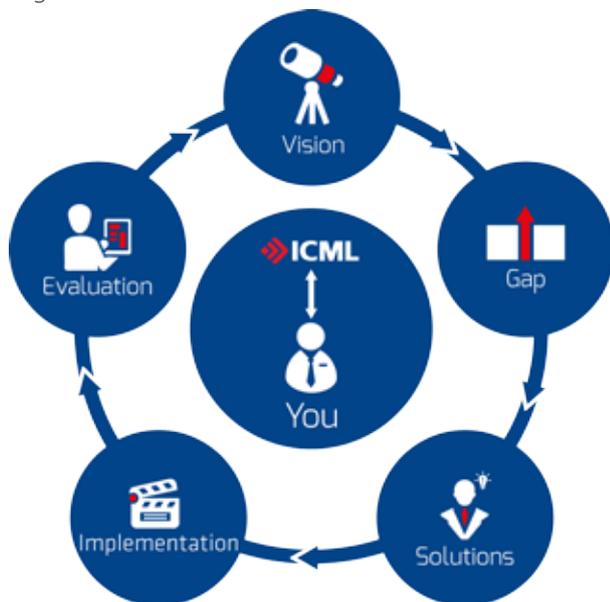
We partner with our clients to deliver a people development process that extends well beyond the 'training event'.

We tailor and customise

Depending on your budget and needs we tailor the perfect program for you.

We have a wide network of outstanding facilitators, so we can adapt, design and deliver any interpersonal skills program you can imagine.

Participants don't waste any precious time in training; the program is tailored to your objectives, your business needs and any particulars about your organisation.



Applying it in practice

One of the biggest challenges we all face in training is making sure participants apply new skills and behaviours in practice.

Here we partner with you as our client to build as many elements as possible into the entire learning process to ensure the maximum amount of learning sticks. We deliver programs in interactive, live online workshops, accessible from a device anywhere.

Highly impactful learning

- Replicating face-to-face workshop experiences through conferencing technology.
- Using extra features for engagement: polls, quizzes, chat, electronic whiteboard.
- Learning in multiple shorter bursts – allowing practice between sessions.

Benefits of virtual workshops

We deliver our workshops online through our Zoom system or your preferred internal videoconferencing

- Attend the training from the comfort of home or personal workstation.
- No travel time or expenses.
- Multiple short sessions – less impact on work.

Simple access

- You need: a device with camera and a quiet place.
- No software needed.
- Click on a link to gain access.
- Works on any personal device and most corporate systems.

Tailored group training – in-house or through virtual workshops

Ask us how we will tailor this program to your organisation or team. Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au.

Writing in Government



Writing for Clarity within Government

Writing is often not the fun part of our job. It can be time consuming and sometimes it needs several rework attempts to get it right. Getting it right means that:

- readers can understand the content on the first read
- it contains the right level of information for the decision maker
- it follows contemporary governmental writing protocols.

This training program is entirely focused on writing government documents. It will help to write any government document faster and to give greater clarity for the reader. We will use participant work as the basis for exercises. Participants will immediately apply what they learn to their own work and their colleagues' writing, making the course far more interesting and relevant.

Audience

This program is suited for state and federal government employees who are required to write typical government documents, such as emails, letters, policies or reports.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Outcomes

Learn how to:

- Identify the reader and the purpose of the document
- Create a diagram to efficiently plan content and structure
- Compose tight sentences which highlight the main points for the reader
- Eliminate excess words in a document
- Use formatting techniques to assist readability
- Include key words to control the tone.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Improving your templates

We assist with rewriting standard letters to include a more customer-focused tone.

Request a quote

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Writing Government and Ministerial Briefs

Are your briefs concise and strategic? Often writers are confused as to what is appropriate and inappropriate content for the Minister and senior officials to help them make their decisions. Many struggle with deciding how much detail and operational content to include.

This focused training program helps government staff members write succinct and high-level reports. The workshop is tailored to focus on your specific documentation and develops the skills that help you write high level reports attracting minimal editing.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for government employees who write government and ministerial briefs. It will include real examples of documents prepared within your department.

Outcomes

Learn how to:

- Understand the purpose of a government and ministerial brief
- Identify the objectives of government and ministerial briefs
- Understand what information the readers need in reports to make their decisions
- Define the structure and purpose of the headings in the government and ministerial briefs templates
- Populate the government and ministerial brief templates with appropriate information
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Eliminate unnecessary words in a report.

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Writing Customer-Focused Emails and Letters

Are the emails and letters generated by team members in your department dated? Are they too officious, long winded or not focused on addressing the issues raised in incoming correspondence? A formal tone and inappropriate content can unintentionally offend internal and external customers. It can risk discrediting your department's credibility and customer cooperation.

This program focuses on your department's documents and presents simple techniques to create high quality letters and emails quickly. Participants learn to write correspondence with a customer focused tone, whilst concisely addressing all the relevant issues.

Duration

- Half-day face-to-face *or*
- 1 x 3.5 hours live virtual training.

Audience

This program is suited for all team members who write external and internal emails and letters.

Outcomes

Learn how to:

- Isolate all key issues in the incoming correspondence that need addressing
- Compose concise and grammatically correct sentences with the reader in mind
- Use formatting techniques to isolate multiple issues within the document and enable quick comprehension
- Effectively include standard paragraphs
- Add in key words to control the tone such as empathy, cooperation, alliance or assertiveness.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Improving your templates

We assist with rewriting standard letters to include a more customer-focused tone.

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Writing Executive Summaries

Government departments are required to prepare detailed and lengthy analytical reports including an executive summary. But the summaries are hard to write. You have spent hours, days or even months researching and writing your report and subsequently it is hard to summarise the content into an executive summary. It often becomes more like an extension of the report's objective without the required content or is a document with many 'cut and pastes' in it thereby presenting too much detail.

This course helps team members identify the appropriate information for an executive summary, given its purpose and reader. The workshop:

- is tailored to your department and focuses on your specific documentation
- develops the skills that help you write high level reports attracting minimal editing.

Duration

- Half-day face-to-face *or*
- 1 x 3.5 hours live virtual training.

Audience

This program is suited for team members who write executive summaries.

Outcomes

Learn how to:

- Understand the purpose and reader of an executive summary
- Identify the objectives of an executive summary
- Define the structure headings in the executive summary
- Differentiate between relevant and irrelevant information for the executive summary
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Include formatting techniques to highlight key points
- Reduce the word count by up to 30 per cent.

We can also help you rewrite templates for responses that may need updating.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

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- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Writing Meeting Minutes

Writing minutes of meetings present great challenges to the author – concentrating during highly detailed conversations, capturing the right level of detail during the meeting and writing it up in a useful way for the attendees post meeting. Your minutes are powerful as they can become official records for the department and personally, can be a testimony to your competence.

This program presents many useful tips and templates to help you write accurate, organised and purposeful minutes quickly and confidently.

Duration

- Half-day face-to-face *or*
- 1 x 3 hours live virtual training.

Audience

This program is suited for any team member who is required to take the minutes for a meeting. It will include real examples from your department and will use any departmental templates.

Outcomes

Learn how to:

- Differentiate between good and poor minutes
- Use meeting documents to ensure the best outcomes
- Prepare for a meeting
- Take notes within the meeting using a variety of methods
- Work with the chairperson throughout the meeting
- Identify appropriate information from the meeting notes to insert into the minutes
- Compose concise and grammatically correct sentences with the reader in mind
- Use formatting techniques to enable quick comprehension
- Eliminate unnecessary words from the minutes.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

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- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

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Editing Skills for Leaders

Do you have a team member who struggles with writing documents? The topic may jump around, it may include irrelevant or insufficient information, contain too many words or is grammatically incorrect? You are faced with editing the document before it leaves your department and often, you end up re-writing it to meet a looming deadline. You track the changes hoping the team member will absorb your techniques only to find a subsequent document presents the same issues.

This course will help you tackle the editing challenge while coaching the team member. It presents techniques to enhance the writing and ways to coach the team member to ensure they acquire the writing skill. It provides a refresher component for contemporary effective business writing techniques along with how to manage team members' development.

Duration

- Two hours face-to-face *or*
- 1 x 2 hours live virtual training.

Audience

This program is suited for any leader who is required to edit team members' written work.

Outcomes

Learn how to:

- Conduct two sweeps for editing – content and wordsmithing
- Encourage the team member to profile and think like the reader to identify appropriate content
- Prepare and explain a diagrammatic tool to plan the content and structure of a document
- Compose tight sentences which highlight the main points for the reader
- Eliminate excess words in the document
- Use formatting techniques to assist readability
- Include key words to control the tone
- Provide constructive and positive feedback to a team member
- Manage the team member to meet deadlines and corrections.

Tailored group training - in-house or through virtual workshops

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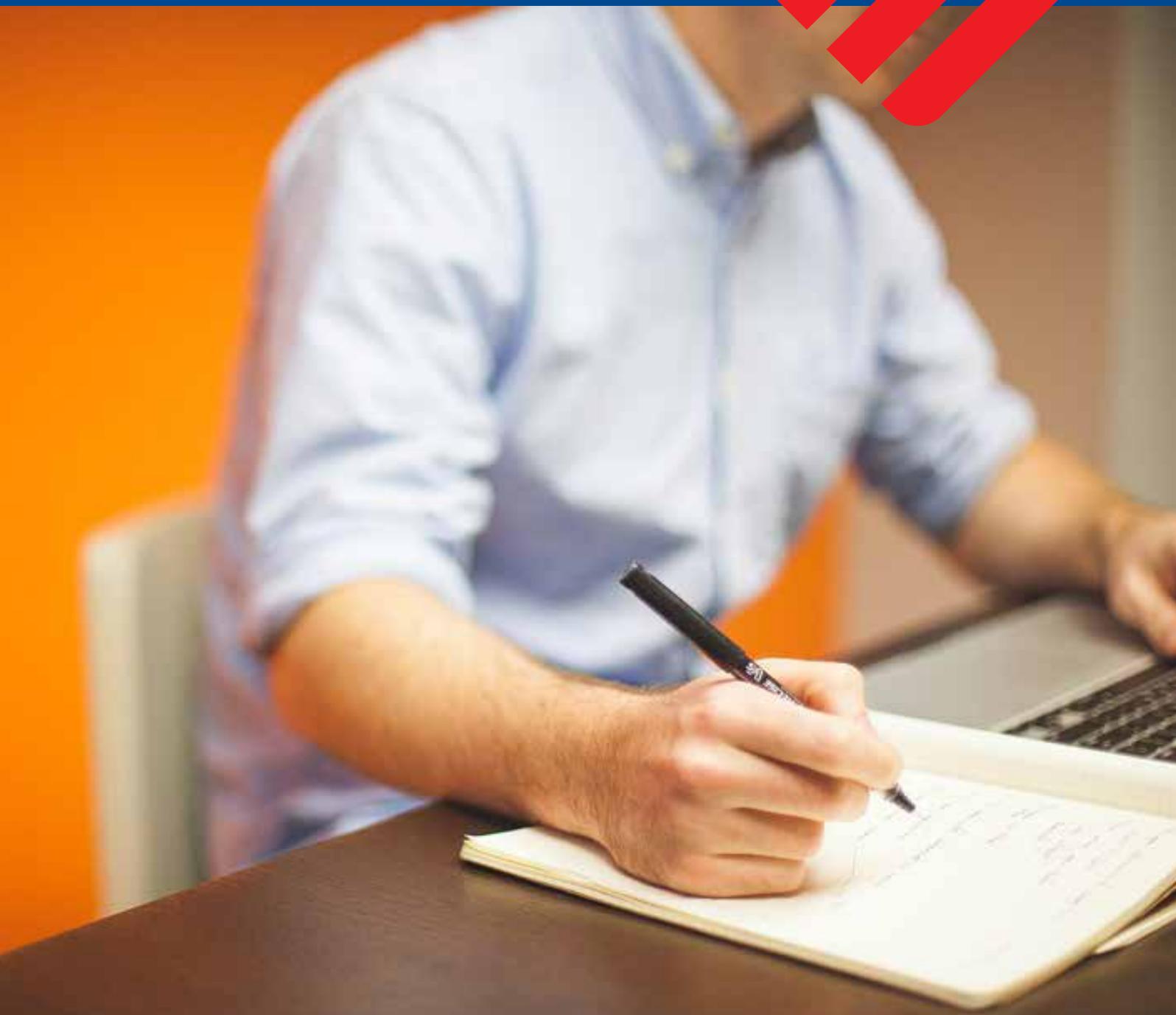
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Writing in Councils



Writing Council Reports

Are your team's council reports concise and strategic? When we create council reports and council briefing papers, we often include too much detail and operational content which makes decision making harder.

This uniquely focused council writing course helps council employees and managers write succinct and high-level reports. The workshop is tailored to focus on your specific documentation and develops the skills that:

- Limit internal rewriting to a minimum
- Enable fast decision making.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who write council reports and council briefing papers.

Outcomes

Learn how to:

- Understand the purpose of a council report
- Identify the objectives of council reports
- Define the structure and purpose of the headings in the council reports and briefing papers
- Populate the council templates with appropriate information
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Eliminate 20 -30 percent of wasted words in a report.

Tailored group training - in-house or through virtual workshops

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Writing Council Documents for Clarity

Writing is often not the fun part of our job. It can be time consuming and sometimes it needs several rework attempts to get it right. Readers should be able to read your work once and process it in the way you intend.

This training program is entirely focused on writing council documents. It will help you write any council document faster and with greater clarity for the reader. We will use your work as the basis for exercises. Thereby, you will immediately apply what you learn to your own and your colleagues' writing, making the course far more interesting and relevant to you.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who are required to write typical council documents, such as emails, letters, policies or reports.

Outcomes

Learn how to:

- Identify the reader and the purpose of the document
- Create a diagram to efficiently plan content and structure
- Compose tight sentences which highlight the main points for the reader
- Eliminate 20 -30 percent of wasted words in your document
- Use formatting techniques to assist readability
- Include key words to control the tone.

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Writing Customer-Focused Emails and Letters

Are the emails and letters generated by your department too officious, long winded or not focused on addressing the issues raised in incoming correspondence? A formal tone and inappropriate content can unintentionally offend customers and discredit the council's reputation within the community.

This program focuses on your department's documentation and presents simple techniques to create letters and emails with a customer-focused tone, whilst concisely addressing all the relevant issues.

Duration

- Half-day face-to-face *or*
- 1 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who write external emails and letters.

Outcomes

Learn how to:

- Isolate all key issues that need addressing in the incoming correspondence
- Prepare a diagrammatic tool to ensure relevant content and structure
- Compose concise and grammatically correct sentences with the reader in mind and in alignment with the council's style guide
- Effectively include standard paragraphs
- Add in key words to control the tone.

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Responding to Council Requests for Review

Responding to requests for review of council decisions is one of the hardest types of correspondence to write. It requires a clear and simple presentation of facts and often complicated by-laws and legislation. At the same time, it needs to convey respect and empathy for the customers and their situations.

This is a tailored course for this specialised area and uses your examples and standard paragraphs to help your team members write high quality correspondence quickly and confidently.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is designed for council employees who need to respond to requests for review or appeal of council decisions. It is ideally suited to a group of members from one department.

Outcomes

Learn how to:

- Isolate all key issues that need addressing in the incoming correspondence
- Prepare a diagrammatic tool to ensure relevant content and structure
- Interpret and convey legislation and by-laws for non-technical readers
- Compose concise and grammatically correct sentences with the reader in mind and in alignment with the council's style guide
- Identify the power of empathy, when it is appropriate to be used and how to convey it
- Assertively but compassionately convey decisions which may not meet the customer's expectations
- Add in key words to control the tone
- Effectively include standard paragraphs
- Update outdated standard paragraphs.

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Writing for Funding

External funding is a major source for capital works and continuous improvement initiatives within councils. When competing against other providers is easy to 'miss the mark' through a poor submission. These submissions require succinct and compelling composition of information to validate your council's competency against the criteria.

Using examples previously created in the council, this course creates awareness and skills within this highly competitive area so that submissions have the best chance of success.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who prepare submissions to external bodies.

Outcomes

Learn how to:

- Interpret the process funding bodies follow when evaluating submissions
- Utilise a visual tool to:
 - Ensure listing relevant and convincing content for all criteria
 - Create a logical flow
- Present substantiated and evidence-based claims against the criteria
- Compose tight sentences which highlight the main points for the reader
- Eliminate 20 to 30 percent of wasted words in documents
- Use formatting techniques to assist readability
- Edit the document prior to submission.

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Other Business Writing Programs

Apart from our Government and Council Writing programs, ICML offers other tailored in-house business writing programs. Ask us for a free quote.

Copywriting

Writing brochures, websites, sales letters and other marketing and sales documents is like an art. Fortunately, we can teach you to how write copy like a professional.

We deliver this training program in-house but also online for individuals.

SEO-Savvy Blogs and Social Media for Business

Writing for the web is unlike any other writing. Short attention spans are even more pervasive. Discover how to create sizzling content that engages and builds authority for your business.

Technical Writing

A lot of technical writing can be improved by showing less technical expertise and more focus on what the reader needs to know. With a simple step-process we'll show you how to turn murky technical text into clear and reader focused writing.

Business Writing for Leaders with English as a Second Language

Any foreign language is hard, but English has unique challenges when you're not a native speaker. Getting up to speed quickly and writing at an acceptable level can be hard. The demands are usually higher the more responsibility you have within the organisation. The best way to quickly raise the writing levels of leaders and executives is through a coaching program, consisting of face-to-face and distance learning.

Request a quote

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