



the Australia and New Zealand
School of Government

REPORT 2022

Vision

The Australia and New Zealand School of Government (ANZSOG) was established with the vision of creating a world-leading educational institution that teaches strategic management and high-level policy to public sector leaders. The School acts as a trusted facilitator that helps governments find solutions to real world public issues.

ANZSOG IS DEDICATED TO CREATING VALUE FOR THE PUBLIC BY:

- providing world-class education for public sector leaders
- delivering programs that build new policy, research and management capability
- conducting research that makes a significant contribution to policy knowledge
- encouraging public sector innovation.

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About ANZSOG

ANZSOG was established in 2002 as a unique initiative of five governments and ten universities and business schools. Australian and New Zealand governments recognised the need for a world-class centre to provide tailored learning opportunities for future public sector leaders. ANZSOG's purpose is to encourage improved public sector decision-making, performance and policy outcomes for the benefit of the whole society. In doing so, the School plays a key role in promoting public service as a profession of great social value.

THE SCHOOL HAS SEVERAL DISTINCTIVE FEATURES:

- a focus on **evidence-based policy, strategic management and their intersections** in the public sector
- a **partnership between governments and universities** that integrates the high standards, rigour and educational know-how of the best Australian and New Zealand universities with custom-driven requirements for relevance and practicality, in an environment of constant change and new challenges for government
- an **inter-jurisdictional and international collaboration** that recognises Australia and New Zealand can only support one world class school of government: no one jurisdiction or university can attain the scale and scope needed to support the large, high quality, diverse and constantly changing needs of government. This collaboration also enables it to address the common, shared problems of governments and focus on issues where governments need to work together
- a **network**, somewhat virtual in character, with much of the teaching and research being conducted on a distributed basis across Australia and New Zealand.

ANZSOG's flagship courses are the two-year Executive Master of Public Administration (EMPA), offered to high-potential and emerging public sector managers; and the Executive Fellows Program (EFP), a three-week intensive course for senior executives. Further ANZSOG initiatives include a library of teaching cases, a research program, and a large suite of executive workshops. These offerings enhance ANZSOG's intellectual capital and develop the applied learning aspects of its delivery.

All Australian state and territory governments are now ANZSOG members, and the number of university members has grown to 16. For the full list of ANZSOG member governments and partners see page 33.

Farewell from ANZSOG's Inaugural Dean

When I was asked to do a farewell message, I reflected for a moment on this request. I am saying farewell from being Dean, but not from ANZSOG where I hope to continue my involvement for a couple of years or more. So my farewell reflection is from a Deanship perspective, not an ANZSOG perspective.

When I was first approached by Terry Moran, Glyn Davis and Peter Allen in 2002 about being Dean of ANZSOG, I unhesitatingly accepted. This was despite previous unsuccessful attempts to launch a national school of government. It was clear that a new approach with many innovative elements would be required and, on a first look, the key ingredients were present.

ANZOG's vision has worked well and has attracted strong support from our member governments, universities and most of all from participants who have become enthusiastic alumni.

The programs have indeed been high level and have captured the interaction of good management, good policy and politics (whether good or bad). The challenging needs of higher level officials have been addressed in a way participants and governments find very useful.

ANZSOG's alumni have rated our courses highly and typically recommend them to others. The School has been a great success in the achievement of its core aims of providing rigorous and relevant programs to participants who are going on to assume the very highest levels of leadership in the public sector.

The unique model of collaboration between universities and governments has also worked very well. There is close communication, interaction and joint activity. Countless times I have been able to call people who are high in the ranks of government and have always found them helpful, enthusiastic supporters of ANZSOG.

Some people wondered whether our networked virtual system of governance would work well with so many partners and with no central campus. In fact, it has worked extremely well. Compared

with a traditional school model where there is one central campus, to which it would be hoped that participants from other jurisdictions would come, there has been a sense of equal ownership by all our partners around Australia and New Zealand. The system of governance has worked very well because both governments and universities have been strongly committed to the School working well. Every time it has had a success, this has reinforced their support.

A key ANZSOG commitment from the start has been to achieving excellence in the delivery of programs and in all our activities. We have sought the best teachers and researchers from Australia, New Zealand and from overseas resulting in the supply of a judicious mixture of top academics and top practitioners.

This has been augmented by having excellent management and administrative staff, as confirmed by the extremely high ratings that participants give the management and administration of our programs.

The result has been a school that achieves standards and outcomes that are the equal of, if not better than, anywhere in the world.

An interesting development in recent times has been International Programs. When former Australian Prime Minister John Howard opened the School in 2003, he advocated that it should undertake teaching activities for the neighbourhoods of Australia and New Zealand. This led to the launching of the Pacific Executive (PACE) Program. More recently we have been conducting a program for very high-level Chinese officials nominated by the Organisation Department of the Communist Party of China. Our reputation has spread and next year there will be two programs for very senior Indian officials.

In the last two years I have been committed to raising International Programs to a high level. In my view they are a necessary part of the School's aspirations to be one of the best Schools of its kind in the world. It is also valuable for Australia and New Zealand to establish high level contacts in countries like China, India, Indonesia and the Pacific – this indirectly brings a stronger international flavour into our domestic teaching.

When ANZSOG opened its doors to students in 2003, it started on a grand scale – 120 students in the Executive Master of Public Administration (EMPA) and, shortly afterwards, in October 2003, a three-week program for 80 people doing the Executive Fellows Program. Subsequently, there has been a large expansion of our teaching programs.

Our research and knowledge transfer programs could not start on such a big scale. They have, however, been steadily building up. ANZSOG is in a unique position in the field of knowledge transfer because of its very strong and trusting relationships with all the governments and university partners.

I want to express my appreciation of the very high standards that have been followed by our management team and administrative staff over the years. They make a huge difference to the success of the academic programs.

Obviously there are challenges ahead, which include:

- maintaining momentum despite an emerging budgetary stringency
- seeking always to improve our programs and research (in that regard we are currently reviewing the EMPA)
- further development of the international side of ANZSOG.

I also believe there is great scope for research and knowledge transfer programs to develop much more as time passes.

It has been a great privilege and pleasure being the foundation Dean of ANZSOG for nearly 10 years. I have learnt a great deal; I have helped others to learn; and for me it has been a pleasure working with the participants, faculty and universities.

As I write this, it has been announced that Gary Banks will be the new Dean. I am very pleased. As Chairman of the Productivity Commission since 1998, he has been an outstanding leader in Australian public policy (and now he also does work about New Zealand in relation to Australia and in collaboration with the New Zealand Productivity Commission). Gary has an outstanding reputation. His policy knowledge is especially great. The

Commission has produced numerous high quality reports covering a wide range of policy fields.

Personally, I have known Gary for many years. I regard him as a very capable person and with a very appropriate background for the position of Dean with all his work in knowledge transfer over the years. Besides this, Gary as an individual is an excellent person to work with – decent, thoughtful, well organised and consultative. I look forward to him making a great contribution.

As for myself, it has already been decided that I will stay for at least one more year as a professor at ANZSOG, partly in order to help Gary settle in. Also I will continue with the International Programs concerning China and India while those programs are likely to continue for a couple of years.

The ANZSOG model was conceived by others but I feel proud to have been able to lead the implementation as Dean and development of a model which delivers great value to the public sectors of Australia and New Zealand. The ANZSOG experiment has been an outstanding innovation and a great success. Personally I look forward to continuing my association with this great institution.



Allan Fels

Governance and Board

The key governance documents for the School are:

- **The Constitution** – ANZSOG was incorporated in 2002 as a company limited by guarantee.
- **The Members Agreement** concerns the management, business and affairs of the School, and members' rights and obligations with respect to the School.
- **The ANZSOG Foundation Trust Deed** records the terms upon which the trustees hold the fund.

BOARD

The current Board consists of 12 representatives from the School's government and university members, as well as independent directors.

The current Board membership is as follows:

Ms Helen Silver (Chair), Secretary, Department of Premier and Cabinet (DPC), Victoria

Mr Jon Grayson, Director-General, Department of Premier and Cabinet (DPC), Queensland

Mr Peter Conran, Director-General, Department of Premier and Cabinet (DPC), Western Australia

Mr Chris Eccles, Director-General, Department of Premier and Cabinet (DPC), New South Wales

Professor Allan Fels AO, Dean, ANZSOG

Mr Petro Georgiou, Independent Director

Professor Peter Hughes, Head of School of Government, Victoria University of Wellington, New Zealand

Professor Ian O'Connor, Vice-Chancellor, Griffith University

Professor Stephen Parker, Vice-Chancellor, University of Canberra

Mr Finn Pratt PSM, Secretary, Department of Families, Housing, Community Service and Indigenous Affairs, Commonwealth of Australia

Mr Iain Rennie, State Services Commissioner, State Services Commission, New Zealand

There is one vacant, Independent Director position.

COMMITTEES OF THE BOARD

Four sub-committees assist the Board with its responsibilities.

The **Audit and Risk Management Committee** reviews the integrity of the financial statements of the company; the performance of both internal and external auditors; the risk management program; and the company's compliance with legal and regulatory requirements.

The **Research Committee** reviews the School's research program and oversees the implementation of the research strategy on behalf of the Board.

The **Foundation Committee** assists the Board in its responsibilities as trustee of the ANZSOG Foundation by devising and recommending an investment strategy for the Trust, and advising the Board about trustees' policies and procedures on compliance with applicable laws and regulations. It also advises on how the investment strategy for the Trust might align with that of ANZSOG Limited.

The **Remuneration Committee** reviews the performance of the Dean and makes recommendations on remuneration matters affecting the Dean.



**Ceinwen
McNeil**

Acting Executive Director, Intergovernmental Relations Division, Strategy and Review Group, Department of Education and Early Childhood Development, Victoria. Executive Master of Public Administration (EMPA) alumna, 2003 cohort, and Towards Strategic Leadership (TSL) alumna, 2012 cohort.

You commenced the EMPA in 2003. How do you think this has affected your career?

I was very fortunate to participate in the inaugural intake of the ANZSOG EMPA. The knowledge gained through the EMPA built on my undergraduate degrees and provided a significant foundation for the next steps in my career. The friends I made, the experiences we had, and the networks established have proved to be invaluable as my career has progressed.

How has this affected you personally?

Since completing the EMPA, I have had two children. ANZSOG provided a real touchstone in terms of keeping up to date with what was happening when I returned to work. The friends I made on the EMPA are some of my best friends today.

Why did you choose to participate in 2012 TSL?

I returned to the Victorian Public Service in 2011, following a period in the private sector. I was looking for a program that would assist in refreshing my public sector knowledge and re-establish my network. It seemed only natural to look to ANZSOG to meet these objectives. The theme of TSL is pursuing adaptive change in rapidly changing environments and the type of leadership skills required to tackle systemic change in organisations, and public policy reform. TSL met and exceeded my expectations.

What were the highlights and challenges of TSL?

Part of our program was to participate in a Live Case Study over a 36-hour period. Our task was to consider improving performance in schools, from a public policy perspective, particularly those that may be considered to be underperforming in disadvantaged communities.

The process was challenging and extremely rewarding and has given me an incredible insight into the way complex system issues can be informed by a range of different views. It was a very powerful method by which to consider whole-of-system reform, and how a similar methodology could be used to tackle issues within our everyday environments. This experience has totally changed my perspective of my work and the leadership role I can play.

How did the TSL program convenors contribute to your learning experience?

Professor Paul 't Hart and Robbie Macpherson are simply outstanding facilitators and provided fantastic insights into our experience and growth over the TSL program. They are prepared to challenge the status quo and ask more of you as a leader. But it's a good kind of challenging!

Furthermore, ANZSOG's access to leaders who are prepared to share their experiences with us is a testament to the reputation of the School.

What are your plans for the future?

I am very much enjoying my role at the Department of Education and Early Childhood Development (DEECD). I am looking forward to continuing my involvement in the department's transformation program as we work towards the future of education reform in Australia.

Executive Master of Public Administration (EMPA) Review

Consistent with ANZSOG's commitment to continuous improvement, ANZSOG's Board endorsed a formal review of the EMPA in June 2011. This is the second review of the EMPA, with the initial review conducted in 2005 and chaired by ANZSOG Fellow Andrew Podger AO.

The current review is comprehensive in scope, with the aim of maintaining the EMPA as the outstanding program on offer to emerging public sector leaders.

The review is led by the Steering Committee: Terry Moran AO, Chair; Professor Allan Fels, ANZSOG Dean; Peter Allen, ANZSOG Deputy Dean; Professor Glyn Davis AC, Vice-Chancellor University of Melbourne; Carmel McGregor, Deputy Public Service Commissioner, Australian Public Service Commission; Peter Hughes, Head of School of Government, Victoria University of Wellington, New Zealand; Kate Hastings, ANZSOG alumna, Victoria; and Vicki D'Adam, Deputy Director-General, Strategy Policy and Coordination Group, New South Wales.

The review will conclude by December 2012 and broadly encompass the following issues:

- the demographic composition of the student body – in aggregate and by jurisdiction, currently and historically, and its fit with the evolving demographics of public services in Australia and New Zealand
- required capabilities for public sector leaders and managers in the emerging environment
- evaluations of the program by students, their managers, their departments and central agencies

- existing offerings in the field by universities and other providers in Australia, New Zealand and elsewhere, and their comparative strengths and weaknesses
- availability of teaching capacity in member universities and governments as well as other providers
- changing governmental policy settings relevant to the EMPA, including:
 - > processes of the Tertiary Education Quality and Standards Agency (TEQSA)
 - > the new Australian Qualifications Framework
 - > government priorities in spending on management development
- emerging best practice programs around the world.

A number of external consultants have been engaged throughout the review, including Boston Consulting Group.

THE YEAR AHEAD

2013 looks to be a transitional year, with the EMPA embedding innovations and improvements in subject design, delivery and offering, as a result of the EMPA review.

The key challenge will be to maintain ANZSOG's strong tradition of combining rigorous academic training with the unique insights of experienced

practitioners. ANZSOG is also focusing on integrating a return on investment (ROI) approach to the evaluation methodology used. This will build a baseline of data for ANZSOG, its government members and participants.

**Transform
your career**



Executive Master of Public Administration (EMPA)

The EMPA is a two-year part-time postgraduate qualification designed to give high potential, experienced mid-level managers and aspiring leaders a thorough grounding in the theory and practice of public administration. ANZSOG's only accredited program, it is delivered to around 130 highly committed public sector managers from across Australian and New Zealand governments.

Central to the EMPA's success is the depth and breadth of academic experts driving the learning environment for each year's cohort. The active learning approach encourages participants to discuss topics with faculty and in peer groups. Participants are routinely invited to share and reflect upon each other's experiences in the public sector.

Classroom exercises place participants in decision-making scenarios, requiring them to confront difficult choices and compare their judgements with those of senior decision-makers. ANZSOG is committed to delivering an internationally acclaimed case-teaching program, with outstanding teachers and a library of topical, stimulating case studies based on contemporary public management and policy issues in Australia and New Zealand. The case studies are an intrinsic part of the EMPA curriculum.

The EMPA is headed by Academic Director Professor Michael Mintrom, who holds a joint appointment in the Faculty of Business and Economics at Monash University. Professor Mintrom is a specialist in the practice of policy analysis and has published extensively on effective approaches to organising and conducting policy work.

"Our EMPA is purpose-built to add high value to ambitious public managers from across Australia and New Zealand. Our alumni tell of the transformative effects the program had on them. Taking the degree gives people the confidence and capacity to address big, complex challenges in their jurisdictions. Our EMPA alumni are primed to be leaders. Others look to them to rethink current practices, save taxpayer dollars, and deliver first-rate public services."

The seven core subjects delivered by ANZSOG during 2012 were:

- Delivering Public Value – Professor John Alford, ANZSOG
- Government in a Market Economy – Professor Ross Guest, Griffith University
- Designing Public Policies and Programs – Professors Claudia Scott and Mark Evans, ANZSOG
- Decision-making Under Uncertainty – Dr George Argyrous, ANZSOG/ the University of New South Wales (UNSW)
- Governing by the Rules – Professor Arie Freiberg, Monash University
- Leading Public Sector Change – Professor Paul 't Hart, Utrecht University School of Governance, and the Netherlands School of Public Administration
- Work-based Project – Dr Zina O'Leary, Graduate School of Government, University of Sydney.

"The concept of public value was a defining moment for me; it gave me a renewed sense of pride of working in government as I had a better understanding of the difference I was and could make to the community at large."

EMPA participant

Assistant Director-General, Strategic Policy and Research, Department of Education, Training and Employment, Queensland.
Executive Master of Public Administration (EMPA) alumna, 2004 cohort, and Executive Fellows Program (EFP) alumna, 2008 cohort.

Gabrielle Sinclair



Why did you choose the ANZSOG EMPA over an MBA from a traditional university/business school?

For four main reasons:

- The EMPA is focussed on public administration and is structured to support the practical application of concepts to real workplace problems and issues.
- It provides opportunities to meet and work with public sector colleagues in other jurisdictions and to share experiences about what works (and doesn't).
- It has a high level of credibility and reputation, as evidenced by the Premier's Scholarship approach in Queensland.
- It provides access to world-class academics, subject experts and contemporary research both during and after the program.

Can you give examples of frameworks and concepts you have learnt from the programs which you have been able to implement in your work? How have they made a difference to your personal effectiveness and efficiency?

The frameworks and concepts allowed me to make sense of and articulate the realities of working with complex public policy issues which never fitted neatly into one portfolio or which affected stakeholders in the same way. Although by far too many to mention here, the frameworks and concepts that I have used the most are the ones involving problem analysis and policy options including Bardach's eight-step approach, use of intervention logic, Walker's 11 steps in designing policy options and, of course, Mark Moore's and John Alford's concepts about public value, consumers and the authorising environment. In addition, the use of real case studies was a particularly powerful learning tool.

What were the organisational outcomes and benefits of these implementations?

I believe that to be effective in any organisation, one has to be able to influence, to motivate others and to articulate why a decision should be made or path of action taken. The EMPA and the EFP gave me the tools to improve my performance by being more confident and, I think, a better critical thinker.

How have you valued the cross-jurisdictional networks which you have developed through the EMPA and EFP?

The EMPA and EFP are structured so that participants work closely together on quite complex issues. In my experience, this engenders a high level of trust and collegiate spirit which continue well after the programs are completed. The staff of ANZSOG are in no small way a key factor of these successful and enduring networks.

The networks have been an important part of my performance as a public servant in two ways. In the first instance, they are a great resource for professional advice, support and mentoring. Secondly, they enable difficult cross-agency/cross-jurisdictional issues to be resolved quickly because there is such goodwill and trust at senior government levels between alumni.

Executive Fellows Program (EFP)

EFP OVERVIEW

The EFP brings together senior executives for a program facilitated by leading academics and experienced practitioners from Australia, New Zealand and abroad. Led again in 2012 by Program Director Robin Ryde, this year's cohort includes participants from India, Canada, Malaysia and Hong Kong. The learning environment is engaging and dynamic, focusing on real-life issues and challenges faced by senior public sector executives in Australian and New Zealand governments.

EFP STRUCTURE

The EFP is run as an intensive residential program over three weeks. The program amplifies the networking and learning opportunities provided by bringing together senior executives. The format is tailored to the needs and capacities of senior managers, with an emphasis on interaction among participants, and between presenters and participants. Case study discussions, exercises, small group work, peer clinics and other activities draw on the experience and knowledge of participants, and challenge them to stretch their intellectual boundaries.

“The course enabled me to reflect upon my practice at work, my approach to colleagues and problems/ issues. The course expanded the tools and approaches that I now have to use. It has also expanded my horizons, nurtured my soul and confirmed the decision to be a public servant.”

EFP participant

LEAD PRESENTERS IN 2012 INCLUDED:

- Professor Mark Moore, Hauser Professor of Non-profit Organisations at Harvard's John F. Kennedy School of Government, United States
- Professor Herman (Dutch) Leonard, Professor of Public Management at the Kennedy School of Government and a Visiting Professor at Harvard Business School, United States
- Professor Keith Grint, Professor of Public Leadership at Warwick University, United Kingdom
- Peter Thompson, former ABC radio and television broadcaster, leading communications consultant and author, Australia.

KEY ACHIEVEMENTS – LIVE CASE STUDY

This year a Live Case Study (LCS) was integrated into the program in partnership with the New South Wales Government. Using an experiential learning approach, an LCS explores a specific set of questions on an adaptive issue. The case study focused on innovation in public service delivery within New South Wales. The EFP recognises that to operate effectively at senior levels, participants need experiences that stretch them intellectually and emotionally, by enabling them to tackle and master real world complex problems.

Towards Strategic Leadership (TSL)

TSL OVERVIEW

The TSL program was successfully delivered in February and May 2012 by Co-Academic Directors Professor Paul 't Hart, Utrecht University School of Governance, and the Netherlands School of Public Administration and Robbie Macpherson, Adaptable Leadership, Australia.

TSL is specifically designed for people moving from a tactical role to a strategic leadership role, and for those facing senior executive responsibilities for the first time. At this level, thinking and acting strategically is crucial. TSL aims to help participants develop:

- the ability to retain big-picture, long-term, holistic perspectives on issues and portfolios while continuing to deal effectively with the day-to-day, short-term pressures at the nexus of policy, management and politics
- the ability to lead in complex, difficult circumstances and in 'shared power' situations in which collaboration and partnership across boundaries are essential to producing meaningful results.

“Paul’s intellect and ability to draw his global knowledge to connect the theory and practice is amazing.”

TSL participant

TSL STRUCTURE

The program comprises two five-day residential modules which are spaced three to four months apart. Teaching takes place in large and small groups where participants reflect upon, articulate and receive feedback about their leadership styles and learning objectives, as well as discussing leadership dilemmas they have experienced. Participants work on real world leadership issues with sponsoring agencies. Active learning is central to the TSL program.

KEY ACHIEVEMENTS – LIVE CASE STUDY

As with the EFP, in 2012 the TSL curriculum, in partnership with the New South Wales Department of Education, included a Live Case Study (LCS). Focusing on a real world scenario, an LCS allows participants to engage directly and experientially with actual, adaptive challenges designed to take them out of their comfort zone. This year participants explored the question, *‘What are the key drivers that lift performance in public sector schools?’* As Laura Gillett, ANZSOG LCS Coordinator noted,

“The experience allowed participants the opportunity to see their own systems in a new way, and gain clues on how they might exercise leadership back in their own role.”



Doris Gibb

Assistant Secretary, Cabinet and Ministerial Coordination Branch, Attorney-General's Department, Commonwealth Government Australia.

What do you find distinctive about ANZSOG executive workshops?

ANZSOG executive workshops provide targeted, up-to-date thinking on public policy in the Australian and New Zealand context. Enriching this approach is the practice of drawing on the extensive experience of the lecturers and the executives who attend the workshops. The literature to complement the workshops is also a very valuable take-away for future reference.

How have the executive workshops helped your own personal development?

The executive workshops inevitably bring together ANZSOG alumni, which is a highly valuable network. New networks are also created that provide support and informal learning opportunities so that personal and professional development is enhanced. ANZSOG is an important part of my own personal and professional development. I would go as far as to say that it has been instrumental in enhancing my promotional and job opportunities.

Can you give examples of frameworks and concepts you have learnt from the workshops which you have been able to implement in your work?

Two particular workshops stand out for me. *Women in Leadership: Achieving and Flourishing*, led by Christine Nixon, provided an environment to explore the unique contribution women can make in the workplace. Positive influence and modelling positive leadership while holding true to your own values, was a key theme. I took away a profound sense of the power of being a leader and the responsibility that came with that. The other workshop was *Managing Risks to Integrity*, led by Malcolm Sparrow, but was really about complex problem-solving. The frameworks encouraged out-of-the-square thinking. That is, finding a point of failure in the problem that would disturb the system rather than trying to solve the whole problem. I have repeatedly used the learnings from this workshop and mentored staff to think like this. I have found that it is liberating for staff to be given permission to be innovative and creative in problem solving.



Jenny Stephensen

Director, Strategic Workforce Planning and Development, Office of the Commissioner for Public Employment, Northern Territory.

What are the benefits of an ANZSOG customised Executive Education workshop?

The benefits of attending customised Executive Education workshops are far-reaching. In the Northern Territory we have been able to partner with ANZSOG to develop programs that are tailored to suit the local environment. We would work with the facilitators prior to the event to embed local context and key strategic priorities of government. This really strengthened the learning outcomes for participants.

How do you think that the Executive Education workshops have benefited the public sector in the Northern Territory?

Participants are able to work on real life local issues in a safe and collegiate environment. It has been a great example of joined-up government in action. The other benefit is that we have been able to provide more participants the opportunity to attend workshops at a cheaper cost than sending people interstate.

Many of ANZSOG's Executive Education workshops use case-based learning. In your experience have you come across this and, if so, how do you think this aids the learning of the participants?

The case-based learning is a real strength of the program because participants can leverage from the lessons learned in another context and apply that learning to their own dilemma. The cases are always comprehensively researched and well presented in a way that is conducive to extracting relevant information.

Executive Education

ANZSOG's Executive Education delivers high-quality workshops designed for middle to senior public sector managers. Using case studies, lectures and participant discussions, executive workshops combine academic rigour and practicality across a range of disciplines.

Executive Education workshops are a valuable professional development tool, offering participants the chance to develop the technical knowledge required for their roles. Participants come away with fresh ideas and perspectives, strategic vision and the networks to achieve better outcomes.

2012 COURSE DELIVERY

ANZSOG delivered 29 executive workshops in 2012. This year saw the introduction of two new workshops, Strategic Budgeting in Times of Restraint, and Emotional Labour: Managing in Stressful Situations. Both courses target the unique challenges facing senior public sector managers in operational roles, whether managing staff through difficult times or managing budgetary pressures.

KEY 2012 ACHIEVEMENTS

ANZSOG's customised workshops, which are delivered in-house and tailored to the needs of departments, once again proved to be hugely popular.

This year ANZSOG delivered customised workshops to government departments in Canberra, Adelaide, Melbourne, Darwin and Wellington. Highlights included a one-day workshop for South Australian environmental regulators and a two-day customised delivery of Women in Leadership: Achieving and Flourishing, in the Northern Territory.

In line with ANZSOG's commitment to provide high quality learning, many of the executive workshops were delivered by international experts including Professor Michael Barzelay, London School of Economics; Professors Malcolm Sparrow and Mark Moore, Harvard Kennedy School of Government; and Professor Paul 't Hart, Utrecht University School of Governance, and the Netherlands School of Public Administration; Professor Meredith Newman, Florida International University; Professor Kent Weaver, Georgetown University; and David Albury, co-chair of the UK Innovation Unit.

THE YEAR AHEAD

2013 is set to provide another exciting year of development. Along with the existing program, ANZSOG will deliver the CEO Forum in a renewed format.

The major challenge facing our executive workshops is the austere fiscal environment experienced by all governments in Australia and New Zealand. However, the workshops continue to meet the needs of member governments, who recognise that long-term productivity gains require a skilled and capable workforce.



International Programs

ANZSOG has a wealth of experience in designing and delivering international programs for senior public sector executives. The School has delivered the Pacific Executive (PACE) Program since 2007, the pilot Australia-Indonesia Leadership and Management Program (AILMP) began in 2010, and the inaugural China Advanced Leadership Program (CALP) in 2011.

These programs have been developed in close consultation with partner governments, allowing ANZSOG to directly respond to their leadership development needs.

As well as opportunities for mutual learning, the programs provide exceptional opportunities for our member governments to establish strong networks and enduring relationships with counterparts in countries of political and economic importance to Australia and New Zealand.

KEY 2012 ACHIEVEMENTS

CHINA

In 2012, the Australian Government announced the provision of \$3 million through the Department of Foreign Affairs and Trade (DFAT) to allow CALP to continue for three years. This initiative will build on the success of the 2011 program in extending and deepening Australia's relationship with China.

The New Zealand Ministry of Foreign Affairs and Trade will again sponsor the New Zealand component of the program in 2012.

INDIA

In 2012, ANZSOG responded to a request for proposals to deliver a customised leadership program for senior Indian public servants. Following a highly competitive worldwide search, ANZSOG was selected by the Indian Department of Personnel and Training to deliver the program. The program is designed for 15 to 20 additional secretary and secretary-level officers.

THE YEAR AHEAD

In early 2013, ANZSOG will deliver the inaugural program for senior Indian civil servants. Two deliveries of the customised program will be made, following comprehensive consultations with the Government of India on the program design.

ANZSOG will continue to work alongside AusAID to deliver the PACE program. Current funding allows for the conclusion of the 2012 program in 2013, and delivery of the fifth annual PACE Alumni Workshop in June 2013.

CHINA – RECIPROCAL PROGRAM

At the request of the Organisation Department of the Central Committee of the Communist Party of China, ANZSOG will explore a reciprocal program, in which the Chinese Government will host senior Australian and New Zealand officials. This program will enable ANZSOG to help broaden the relationship of the Australian and New Zealand governments with China.

“I thank ANZSOG for the opportunity provided to me to attend PACE. This has greatly enhanced my leadership skills and given me the courage to take risks and push myself to aspire to succeed in obtaining a CEO role within the public service.”

PACE participant

Pacific Executive (PACE) Program

PACE was developed by ANZSOG in collaboration with AusAID to build capacity and strengthen reform in the Pacific region.

The PACE program's distinctive features include:

- a structure that combines intensive residential learning programs with work-based learning in participants' own countries
- practical learning within a rigorous academic framework
- program content tailored to the needs of public managers in the Pacific and focusing on public sector capacity-building in the Pacific context
- the development of support networks across the Pacific.

PROGRAM STRUCTURE

Cohorts of up to 40 senior officials attend a three-week residential program in Canberra. Participants undertake a work-based project in their home countries and return to Canberra 11 months later for a further week of training and consolidation of their findings.

ACADEMIC DIRECTOR

The 2012 PACE Program welcomed a new Academic Director, Professor Mark Turner, Professor of Development Policy and Management, University of Canberra.

Program presenters include:

- **Professor John Alford**, Professor of Public Sector Management, ANZSOG
- **Emele Duituturaga**, Consultant and former CEO for the Fiji Ministry of Women, Social Welfare, Poverty Alleviation and Housing, Fiji
- **Ron Eckman**, Director Apex Project Management, New Zealand
- **Professor Geoff Gallop**, Director of the Graduate School of Government, University of Sydney
- **Fa'amausili Dr Matagalofi Lua'iufi**, Consultant and former CEO, Samoan Public Service Commission

PACE ALUMNI

There is now a considerable and influential PACE alumni network that spans the Pacific.

The annual alumni workshop provides exceptional networking opportunities and contributes to a wider awareness of PACE among key stakeholders in the Pacific.

PACE Extension

OVERVIEW

Delivered in conjunction with Australia's Public Service Commission, PACE Extension aims to strengthen participants' leadership skills and to develop links between participants and their counterparts in the Australian public sector.

PACE Extension provides funding for up to five graduates of the PACE Program to stay on in Australia for a work placement of up to eight weeks in an Australian Government agency.

China Advanced Leadership Program (CALP)

OVERVIEW

The CALP is a unique collaboration between ANZSOG and the Organisation Department of the Central Committee of the Communist Party of China.

The program is designed for public sector leaders in the senior executive ranks: Vice-Ministers, City Mayors, Party Secretaries and Directors-General from both provincial and central government. Carefully selected by the Organisation Department, the CALP cohort represents the highest level Chinese delegation to have visited Australia and New Zealand (excluding visits by political leaders).

The 2012 program (delivered in late October) will focus on critical strategic leadership issues facing senior public sector executives in China. Participants will also receive a thorough overview of the Australian and New Zealand political and economic systems. ANZSOG has brought together a first-class range of presenters including leading academics, senior practitioners from both the public and private sectors, as well as representation from the highest levels of Australian and New Zealand politics.



Assistant CEO, Corporate Services Division, Ministry of Commerce, Industry and Labour, Samoa. Pacific Executive (PACE) Program alumna, 2010 cohort.

What are the most valuable lessons you learnt on PACE?

PACE reminds us of key things that we need to utilise as managers, including the different tools and concepts we need to apply to make us better leaders in the workplace. As senior managers in the public sector, we need to portray good values and attitudes as well as lead by example to make sure staff appreciate and value the work that they are doing in the public service.

At work you can get bogged down in your daily workload. You need to get out sometimes and get some fresh thoughts and ideas on how to do your work better. This is especially important in a leadership role – how to lead in the public sector and how to be good managers, and how to encourage staff to realise their potential and use their talents. It is essential as managers to identify talent and utilise it.

What have you enjoyed most about PACE?

I really enjoyed networking with the others and hearing about their experiences, and the chance to reflect on ourselves and the processes and policies we have in place, and share and discuss [these perspectives] with others. The session where we shared our learning's from the work-based project, was really good as it gave us an understanding on how to compare ourselves to other countries and other jurisdictions.

Applied Learning

Applied Learning aims to provide a wide audience of practitioners with access to challenging new ideas in public policy and public administration. Drawing on ANZSOG's unique network of national and international scholars, public intellectuals and senior leaders, events are provided at no cost to attendees. Each program is shaped in partnership with the appropriate jurisdiction to ensure events are relevant, timely and influential.

The Applied Learning program has formal agreements with the Victorian, Western Australian and New Zealand governments and informal arrangements with Queensland, Northern Territory and Tasmania.

KEY 2012 ACHIEVEMENTS

In 2012, 5,960 participants from every sector of government in Auckland, Brisbane, Broome, Hobart, Melbourne, Perth and Wellington took part in 69 seminars, workshops and roundtables. Ongoing evaluations and feedback indicate high degrees of satisfaction with the speakers, their topics and the opportunity to network and refresh intellectual frameworks. In straitened times, ANZSOG's partner governments are increasingly recognising the program's value in contributing to a high-integrity, effective and responsive public service.

A highlight of the Applied Learning year has been the opportunity to extend the program's benefits beyond the capital cities in New Zealand and Western Australia, meeting the needs of front-line staff. In 2012, particular attention has been given to making audio files of events available on the ANZSOG website, complementing events with other relevant materials, and commissioning short, accessible occasional papers from academics and practitioners.

SPEAKER HIGHLIGHTS

Applied Learning enables participants to learn from the wider world of public policy and public management ideas and research. This year's speakers have included Emeritus Professor John Benington and Professors Jean Hartley and Gerry Stoker from the UK; Professors Kent Weaver and Donald Kettl from the US; Professor Gerhard Hammerschmid from Germany; ANZSOG-linked academics including Professor Arie Freiberg, Associate Professors Janine O'Flynn and Anne

Tiernan, Adjunct Professor Gary Sturgess and Dr George Argyrous, Christine Nixon and Peter Thompson; service innovation experts David Albury and Roger Dennis; leading journalist and writer Peter Hartcher; and a stellar array of current and former departmental and agency chief executives. Topics have ranged from the broad, such as *Evidence-based Policy in Practice* and *Public Value in an Age of Austerity*, to specialised roundtables for health officials, defence personnel and communications managers.

THE YEAR AHEAD

In 2013, Applied Learning will explore options for a formal partnership agreement with the New South Wales Government. This process will begin with three ANZSOG-initiated events in Sydney, including an oration in November 2012 by the New South Wales (NSW) Premier's ANZSOG Chair in Public Service Delivery, Professor Gary Sturgess, in the presence of the Hon Barry O'Farrell MP, Premier of NSW.

The regionalisation of Applied Learning will constitute the second major challenge of the new year. In New Zealand this will involve holding events in Christchurch and Auckland, while in Western Australia, ANZSOG will seek to build on the success of the workshop held in Broome in May 2012 with events in Kalgoorlie and Albany.



**Reached
5,960
participants
in 2012**



Research and Publications

ANZSOG's research program focuses on innovative, cutting-edge research into public administration, policy and management. It was established to expand understandings of government policy and public sector management issues and to ensure that this knowledge flows through to the broader community. ANZSOG-funded projects, conducted by leading researchers in public administration and public policy, feed into and increase the currency and relevance of the School's educational outcomes. They also provide material for wider knowledge transfer through journals, occasional papers and monographs.

KEY 2012 ACHIEVEMENTS

July 2012 saw the launch of Professor John Alford and Dr Janine O'Flynn's new book, *Rethinking Public Service Delivery: Managing with External Providers*. An enthusiastic Dr Ken Henry, former Secretary, The Treasury, launched the book in Canberra, saying that he had read a lot of tomes on public sector management, but that this book really was different. *"I'm pretty sure this is the only one to have survived my readership without attracting scores of marginal expletives. This one makes sense."* Ms Helen Silver, Secretary of the Victorian Department of Premier and Cabinet, launched the book in Melbourne.

This year ANZSOG is also delighted with the launch of the journal *Evidence Base*, edited by Dr George Argyrous. The quarterly, peer-reviewed journal publishes detailed reviews of the evidence surrounding public policy issues. Issue one was released in June and focused on social mixing of tenures in public housing estates.

Other 2012 highlights have included the report *Diversity and Contestability in the Public Service Economy*, written by ANZSOG Professor Gary Sturgess for the New South Wales Business Chamber. The report recommends improving productivity by exposing government services to competition. Another more radical approach to improving service delivery was outlined in the ANZSOG Concept Paper *A New Federation with a Cities and Regional Approach*, a controversial proposal to restructure the Australian federation by former Treasury executive Richard Murray.

CURRENT PROJECTS

ANZSOG is currently funding research projects which look at the political astuteness of public sector managers; ways in which the flexibility of government budgeting processes can be increased; the complex support systems needed by government ministers; and ways of increasing the policy capability of Australian and New Zealand governments.

THE YEAR AHEAD

In the coming year, the focus will be on providing seed funding to kick-start research and encourage co-funding with other institutions. Member governments are particularly interested in productivity as a topic, and in research on trends in health care reform, as well as a joint project with the Council of Australian Governments (COAG) Reform Council on intergovernmental relations and women's policy.

Teaching Development

Since taking on leadership of teaching development, Professor John Alford has, with other core faculty, pursued a dual-pronged approach to building the School's academic capacity.

One aspect is recruiting new faculty to long-term, part-time or visiting positions. A major appointment at the start of 2012 was that of Professor Michael Mintrom, who has also taken on the role of Academic Director of the Executive Master of Public Administration (EMPA). Visiting professors this year have included Professor Jean Hartley, Warwick University in the UK; Professor Gerhard Hammerschmid, Hertie School in Berlin; and Professor Beryl Radin, Georgetown University, Washington DC.

The other aim has been to further develop the teaching capacities of existing faculty. As previously, ANZSOG supported two national teaching workshops early in 2012 for core and adjunct faculty across Australia and New Zealand. Led by Professor Jonathan Brock from the University of Washington, the two workshops were:

- a three-day case teaching workshop sponsored by ANZSOG and the School of Government at Victoria University of Wellington, in Wellington in February 2012
- a two-day master class on interactive teaching, sponsored by ANZSOG in Melbourne in February 2012.


Professor John Alford also runs local workshops focusing on interactive teaching for academic staff in affiliated universities: Flinders University, University of New South Wales, Victoria University of Wellington, Monash University, The University of Sydney, Griffith University, University of Canberra and Curtin University. Already these events have sparked teaching innovations, as well as building a community of practice.

THE YEAR AHEAD

In addition to offering more local teaching development events, in 2013 there will be further national workshops led by Professor Brock focusing on:

- involving more practitioners in interactive teaching
- developing a repertoire to meet the needs of the revised ANZSOG curriculum emerging from the EMPA Review.

ANZSOG will continue to host visiting international academics throughout 2013.



**“The
opportunities to
‘try out’ teaching
with the group
were invaluable.”**

Teaching Master Class Participant

Alumni Program



The Alumni Program is designed to add further value to the investment that participants and their organisations have made in ANZSOG programs. By updating learning to take account of best practice and recent innovations, the program helps participants stay motivated and focused on effective outcomes for their organisations. Alumni also enjoy the chance to maintain the networks they formed during their ANZSOG experience.

The ANZSOG alumni network now includes more than 2126 public sector professionals across Australia, New Zealand, China, Indonesia and the wider Pacific region, who have completed at least one of the seven Core and International programs.

KEY 2012 ACHIEVEMENTS

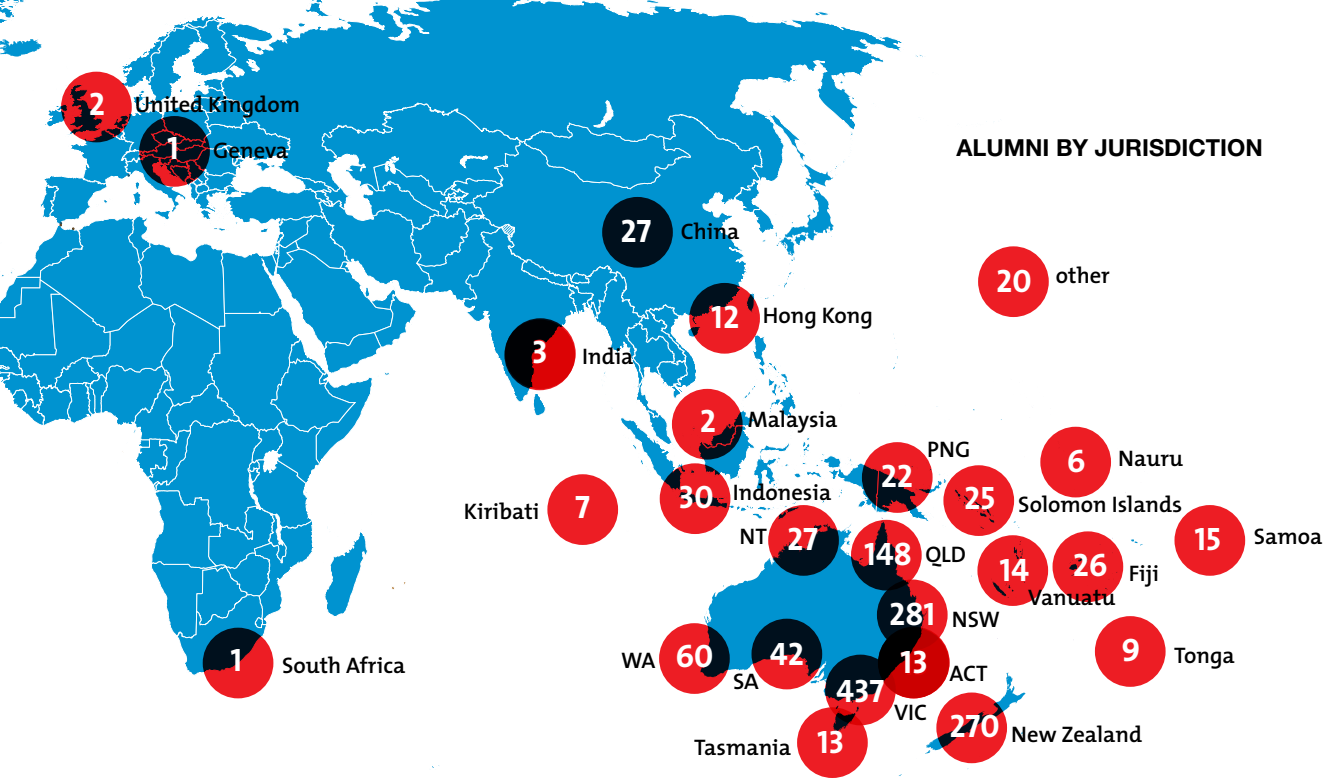
2012 saw the Alumni Program go from strength to strength. By the end of 2012, 27 alumni events will have been delivered, a 50 per cent increase on 2011. These have featured international experts such as Professor Paul 't Hart, Utrecht University School of Governance, and the Netherlands School of Public Administration and Professor Malcolm Sparrow, Kennedy School of Government, Harvard University. The program has also drawn on the expertise of senior practitioners such as Ken Lay, Chief Commissioner of Victoria Police and John Ombler, Deputy State Services Commissioner, New Zealand.

Alumni continue to contribute to a broad range of ANZSOG activities including Executive Education and Applied Learning programs, research,

publications and case study development. This year, Executive Master of Public Administration (EMPA) alumni contributed significantly to the review of the EMPA by taking part in a focus group study.

Alumni chapters in Victoria, Northern Territory, New Zealand and Canberra were very active throughout the year, designing and developing many of the events on the 2012 calendar. Alumni across the jurisdictions also welcomed the incoming EMPA participants early in the year with special engagement events.

In April, ANZSOG held an Executive Fellows Program (EFP) Refresher for participants of the 2011 cohort. An enthusiastic group of EFP alumni tackled the topic *Re-connecting, Reflecting & Learning – Leadership When the Going Gets Tough*, with



ALUMNI BY PROGRAM



Robin Ryde, EFP Director; Paul Porteous, Centre for Social Leadership; and Rosemary Howard, Australian Graduate School of Management.

EMPA alumni also had the chance to reconnect at the EMPA Refresher, *Smaller and better? Public sector reform in austere times*, on 24 July in Wellington. The Refresher proved to be an intensive day of plenaries, panels and small group sessions. ANZSOG academic staff facilitated, along with prominent practitioners such as New Zealand Prime Minister and Cabinet Chief Executive Andrew Kibblewhite, and Education Secretary Lesley Longstone. The New Zealand chapter contributed significantly to the development of the refresher, as well as promoting the event among New Zealand-based fellow alumni.

THE YEAR AHEAD

The Alumni Program will focus in 2013 on increasing its engagement with alumni and, through them, their member governments. By continuing to provide alumni with professional development through access to international and local thought leaders and practitioners, the program aims to encourage the ongoing flow of knowledge and information back to their departments and member governments.

Other key activities will include supporting existing alumni chapters, and developing new chapters.

Deputy Chief Executive, Sector Group,
Ministry of Justice, New Zealand.
Executive Fellows Program (EFP)
alumnus, 2011 cohort.



**Brook
Barrington**

Why did you choose the ANZSOG EFP program?

EFP was recommended to me by a number of New Zealand alumni. They all described the program as a rare opportunity to spend three weeks focusing on organisational and personal leadership, and have fun doing it. They were right. Three weeks is long enough to consider issues in depth, and short enough to require a course with pace and variety. The diverse experience of the group and the easy way in which everyone contributed meant that plenty of insights were brought to the table. And the quality of the presenters was second to none. It's the old story: get together a diverse group of people, in an open environment, with a strong sense of purpose, with some high octane fuel, and you have a winning formula.

How has the EFP made a difference to how you lead a high performing and effective organisation?

The central themes of EFP are powerful. These themes included adding to public value, grappling with wicked problems, addressing political and public expectations, leveraging the power of collaboration and negotiation and of groups, leading through adversity, and mobilising technology and the language of leadership. EFP links these things to the reality (and complexity) of what we are all trying to achieve across government. The program makes you act and think differently about things. It is this blend of learning and doing that makes EFP especially valuable. The central lesson of unleashing purposeful and collaborative leadership in order to tackle big issues is taught in a way which brings out the strengths in each person, along with a healthy dose of self-awareness.

What does it mean to be an ANZSOG alumnus?

ANZSOG takes a group of interesting people, puts them in a setting which is both testing and supportive, and fosters a sense of community. The result is a rich network of colleagues from both sides of the Tasman and beyond, with whom you want to keep in touch. More fundamentally, the challenges facing public policy today are considerable, and effective leadership is in high demand. ANZSOG works to equip leaders to deliver outcomes that matter, and to do so in a way that builds and sustains. It's a good ambition to be part of, and to have benefited from.

Case Studies

Case teaching and interactive approaches are central to ANZSOG's mission of teaching public sector managers how to create public value. ANZSOG's teaching methods draw on participants' experiences, challenge them to reflect on judgements and opinions, and involve them in discussion with their peers and faculty.

ANZSOG case studies have been developed specifically for the use of the School and its affiliates in the ANZSOG region: Australia, New Zealand and the Pacific. In the words of the EMPA Review Committee, *"A culture of case teaching seems to have permeated the program, and this is appreciated by our students."*

KEY 2012 ACHIEVEMENTS

There were 131 case studies available online to users through the case library, with a number of others in production. Ideas for new cases are constantly being contributed from a variety of sources.

ANZSOG's investment in developing skills through annual workshops, and now masterclasses, is paying off, with a steady increase in the use of cases and other interactive teaching approaches in the classroom. The Case Program has a solid core of confident academic users, with some complete courses built around its cases.

There has been a notable increase in the use of ANZSOG cases for internal training by public sector agencies including police forces and public service authorities. One regular user is Leanne Ansell-McBride of the Victorian Leadership Development Centre, who has designed sessions based around cases for senior public sector leaders to facilitate.

She says, *"The opportunity to discuss and debate real life, relevant cases in a peer learning environment provides an accelerated learning experience. The high potential executives with whom we work consistently, highlight this approach as key to their learning."*

A major achievement was the redesign of the website. In mid-September, the new Case Studies website (www.casestudies.anzsog.edu.au) went live. The new site, which aligns with the ANZSOG website, includes many new features for users.

THE YEAR AHEAD

Following the success of this year's trial inclusion of experienced practitioners in the teaching masterclass, the 2013 program will draw heavily on the insights of skilled practitioners while continuing to provide the interactive teaching that is the hallmark of ANZSOG programs. ANZSOG will also work to ensure that as many cases as possible are accompanied by teaching notes. This will help teachers to prepare unfamiliar cases for their classes.

Annual Conference 2012

2012 FOCUS

ANZSOG's Annual Conference was held for the first time in New Zealand to coincide with the centenary of the Public Administration Act. Held at the National Museum of New Zealand, Te Papa Tongarewa from 24–26 July, the conference's theme was *Future Proofing the State – Risk, Responses and Resilience*. The theme looked at the challenges facing governments in preparing for and responding to hard-to-predict challenges posed by disaster, both manmade and natural.

CONFERENCE HIGHLIGHTS

The Conference began strongly with the Prime Minister of New Zealand, The Rt Hon John Key, presenting the Paterson Oration. Prime Minister Key set the tone by outlining his government's four key priorities: financial management, economic growth, better public services and rebuilding Christchurch. He highlighted the important contribution the public sector was making to each, and praised the calibre of the advice he had received on difficult public policy issues. *"Public management in the foreseeable future will be focused on determining which public services and income support measures are the most effective, and working out how to provide those within a tightly-constrained budget."*

Over the following two days, more than 300 delegates attended thought-provoking keynote presentations from highly regarded international and local speakers, as well as insightful interactive workshops with top practitioners and industry experts.

International keynote speakers included Pierre-Alain Schieb, Counsellor, OECD; Professor Bridget Hutter, London School of Economics and Political Science; Professor Paul 't Hart, Utrecht University School of Governance, and the Netherlands School of Public Administration; Mr Peter Ho, Singapore Centre for Strategic Futures at Singapore's Civil Service College; and Jocelyne Bourgon, former Clerk of the Privy Council, Canada.

Further highlights included Conference Dinner speaker Christine Nixon who, as former Chief Commissioner, Victoria Police and former Chair, Victorian Bushfire Reconstruction and Recovery

Authority, offered a personal perspective on crisis leadership. This included her honest acknowledgement of how difficult it had been to retain emotional detachment in her role as the voice for devastated bushfire communities.

Then, in what ANZSOG Deputy Dean Peter Allen called an *"elegant and stimulating presentation"*, Conference Breakfast speaker David Kirk put forward his own definition of resilience: *"A function of redundancy and optionality"*. New Zealand Deputy Prime Minister Bill English delivered the final keynote presentation, providing further food for thought with his depiction of the Christchurch earthquake as a *"radical experiment of what you do when you are allowed to break the rules"*.

During the course of the conference the theme weaved its way throughout the workshops and keynotes in various lights, and brought many different insights into the way governments must deal with the challenges of disaster.

"The array of heavy duty intellect on display was awe-inspiring. If future-proofing the state involves anticipating and preparing for foreseeable challenges, managing risk, building resilience and reducing future vulnerabilities to prepare for a more sustainable tomorrow, then this conference was a cracker! I thank ANZSOG for putting on the event and for making me a better practitioner than I was, and I encourage everyone to look at the presentations and papers." 2012 Conference delegate

THANK YOU TO OUR SPONSORS

ANZSOG would like to again thank the Annual Conference 2012 sponsors for their support: Principal Sponsor **CPA Australia**, Conference Program Sponsor **PricewaterhouseCoopers New Zealand**, Conference Dinner Sponsor **KPMG Australia**, and supporting partners, the **New Zealand Government, Institute of Public Administration New Zealand, Institute of Public Administration Australia** and **Victoria University Wellington School of Government**.

A very special thank you to the ANZSOG New Zealand alumni chapter for all its help.

Welcome to ANZSOG Annual Conference

Future Proofing the
Risk, Responses and



Annual Conference 2013

ANZSOG's Annual Conference 2013, to be held in Brisbane, Queensland in August, will focus on the theme, Improving public service delivery in a time of austerity: empowering the front-line to do more with less.

Governments in Australia, New Zealand and internationally are confronting a period of austerity not seen for decades. Analysts predict the global economic downturn will be deeper and last longer than originally envisaged, with sustained improvements in business and consumer confidence and government finance unlikely to occur over the medium term. Therefore, governments everywhere are seeking to reshape their public sectors, through significant retrenchments and other short-term measures that target corporate overheads and emphasise economies of scale.

Potential focus areas of the 2013 Conference include:

- managing public expectations: resilience and co-production
- delivery models and alternatives
- negotiating performance between levels of government
- performance accountability versus process accountability
- recasting relationships between the centre and front-line services (from central to line agencies, and from head office to local delivery)
- drawing upon lessons from experience (local innovations, social benefit bonds, government/non-governmental partnerships)
- sector-specific reform agendas
- measuring public sector productivity (the New Zealand Government Statistician and the Tasmanian Auditor-General have done recent work on this) and service improvements (NSW social benefit bonds)
- balancing autonomy and risk.

For more information on the Annual Conference 2013 and details about registration, visit www.anzsog.edu.au.

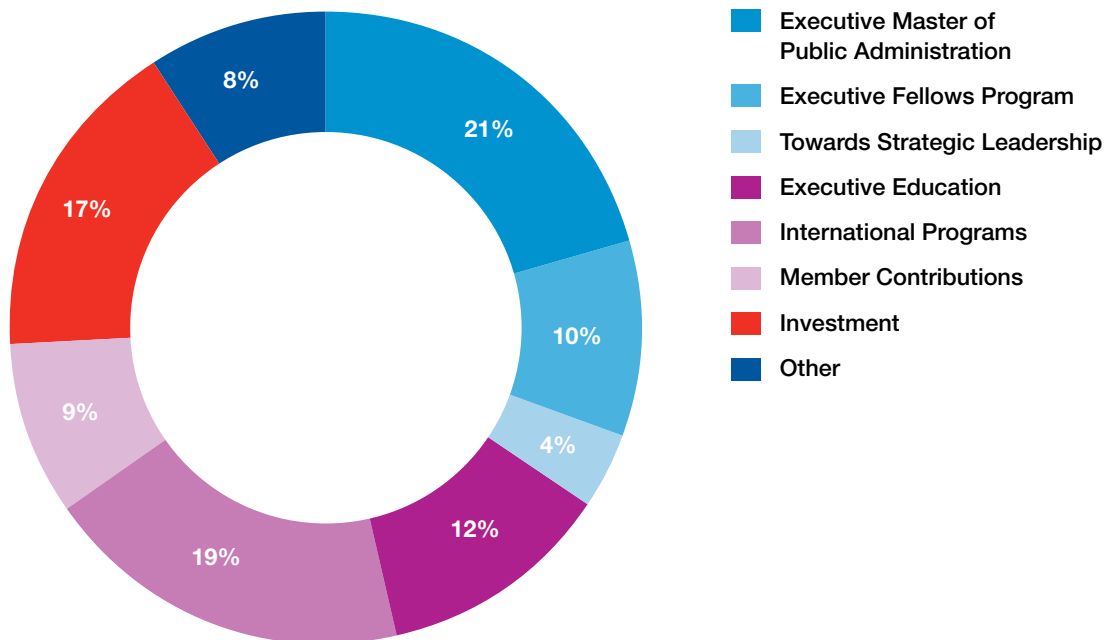
Financials

ANZSOG is incorporated in Australia as a company limited by guarantee. The Australian Taxation Office has endorsed the company as an income tax-exempt charity and, accordingly, the entity is exempt from income tax and eligible for GST concessions. The company is funded by course fees, annual contributions from its member governments, contributions for academic chairs, interest income generated from capital grants, and surpluses from its core programs.

The 2012 financial year proved to be a challenging year for ANZSOG, with greater pressure being put on revenue and costs. The changes in ANZSOG's operating environment, especially around the changes happening within the member governments, have prompted ANZSOG to work towards attaining a sustainable revenue base and to improve efficiency within the organisation without compromising quality.

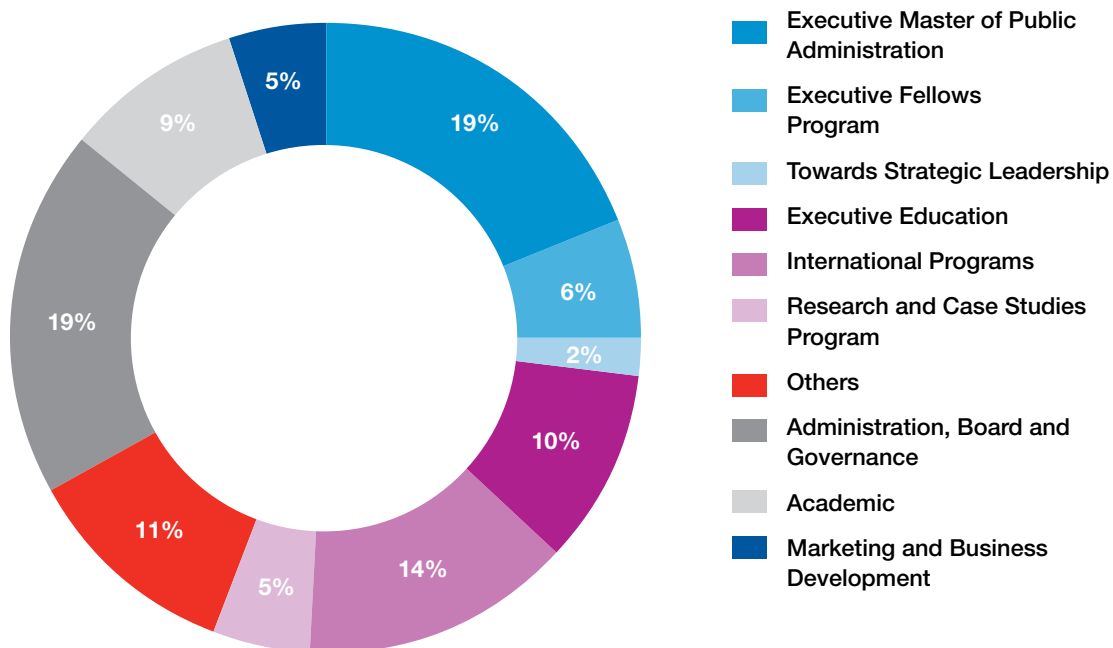
INCOME SOURCES

Consolidated income for the 2012 financial year, at \$19.6 million, has increased by \$2.6 million, or 15%, in comparison to 2011. This growth has been driven by two new programs: Excellence in Local Government Leadership Program (ELGLP) and the 2012 Pacific Executive (PACE) Program. ANZSOG also experienced better than expected returns on investments in comparison to the previous year.



EXPENDITURE

ANZSOG's consolidated expenditure in the 2012 financial year was approximately \$18.4 million. After allowing for government member contributions of \$1.7 million and revenue from operations of \$14.7 million, the net operating deficit was \$2 million. Investment income funded this operating deficit and contributed to the growth of the ANZSOG capital base.



Thank you



the Australia and New Zealand
School of Government

Executive Master of Public Administration

Australia Prize

for achieving the first

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Thank you to the following member governments, member universities and partners for their help and support in delivering ANZSOG's activities:

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- New Zealand Government
- The ACT Government
- The Commonwealth of Australia
- The Northern Territory Government
- The State of New South Wales
- The State of Queensland
- The State of South Australia
- The State of Tasmania
- The State of Victoria
- The State of Western Australia

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- Australian National University
- Carnegie Mellon University, H. John Heinz III School of Public Policy and Management, Australia
- Charles Darwin University
- Curtin University of Technology
- Flinders University
- Griffith University

- Melbourne Business School
- Monash University
- The University of Melbourne
- The University of New South Wales
- The University of Queensland
- The University of Sydney
- University of Canberra
- University of Tasmania
- University of Western Australia
- Victoria University of Wellington

ANZSOG would also like to thank the following Applied Learning partners for their ongoing support of the program:

- State Services Authority, Victoria
- State Services Commission, New Zealand
- Public Sector Commission, Western Australia
- Department of Premier and Cabinet, Tasmania
- Office of the Public Service Commissioner, Northern Territory

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