



2013
ANZSOG
REPORT

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PURPOSE AND 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 skills to public sector leaders. The School acts as a trusted facilitator to help 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.

ABOUT ANZSOG

ANZSOG was established in 2002 as a unique initiative of governments, 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 ultimate purpose is to achieve better outcomes for society by enhancing the public sector's capacity for good public policy and effective administration. 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 collaborative partnership between governments and universities, which ensures all course offerings are academically rigorous and directly applicable to public sector requirements. Collaboration across jurisdictions also facilitates a focus on common problems.
- A networked delivery model, with teaching and research drawing on the strengths of member universities in Australia and New Zealand, as well as the best academics and practitioners internationally.
- An emphasis on building strategic and 'adaptive' management capacity, including the ability to deliver public value in challenging settings.
- A commitment to the best in teaching that recognises the specific needs of experienced executives, draws upon their knowledge and translates into immediate application in the workplace.
- Program cohorts selected for their potential to attain positions of high-level leadership and management, and for their commitment to public service.

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 university partners see page 36.

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:

Professor Gary Banks AO, Dean and CEO ANZSOG

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

Dr Chris Eichbaum, Acting Head of School, School of Government, Victoria University of Wellington

Mr Petro Georgiou AO, Independent Director

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

Professor Clare Martin, Professorial Fellow, Charles Darwin University

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

Mr Andrew Tongue, Secretary, Department of Premier and Cabinet (DPC), Victoria

I had been an admirer of ANZSOG long before being approached about the position of Dean, which I took up in January this year. It always seemed to me the perfect institutional solution to what had been a lack of quality executive training for the public sector on both sides of the Tasman. As a consortium of governments and universities, with strong international links, it was in a position to provide both rigour and relevance, to meet the special demands of the sector and to foster networks that promote learning and innovation across jurisdictions.



In the 10 years since its flagship degree, the Executive Master of Public Administration (EMPA), was first delivered, ANZSOG has built a strong record of achievement and its offerings have expanded to fill a range of needs in both executive training and research. The Alumni of its various courses number some 2,000. Surveys confirm the worth of their learnings to themselves and to their organisations.

Seeing ANZSOG from the inside now, it has become apparent to me that its achievements stem not just from its innovative business model, but most importantly from the talented team of academics and staff who populate it. ANZSOG has benefitted from the drive and commitment of foundation Dean, Allan Fels, and others who have guided the organisation from its birth and lent it stability and continuity. They have also made my own task as incoming Dean easier than it might otherwise have been.

A decade on, ANZSOG has not settled into complacency. On the contrary, I have been struck by the extent to which it has itself been a learning organisation, committed to continuous improvement. I have found it to be relentless in seeking feedback on all of its courses, instructors and administrators. And I have been impressed by its pursuit of the highest teaching standards, under the guidance of Professor John Alford.

Important changes are currently underway for the EMPA, following a major consultative review last year, and a review of the Executive Fellows Program (EFP) for senior managers has just commenced. ANZSOG's other executive courses and seminar programs have been refined and their coverage extended. New programs have been developed to build relationships and learnings through a network of participating public sector leaders in Asia.

This is just as well, as the challenges facing ANZSOG at the start of its second decade are no less daunting than when it commenced. Fiscal constraints are concentrating minds within government about trade-offs in spending, and the 'training space' is now far more contestable than it was.

ANZSOG must continue to build on its strengths. It needs to demonstrate the value that it is adding, as well as adding value in new ways. This will mean further enhancing the quality of all its courses and supplementing general courses with more tailored offerings. It will also mean ensuring that its research is driven by the needs of member governments and that ANZSOG can strengthen its role as a place of ideas for public sector improvement.

Given its unique network structure, its close links with government and its demonstrated commitment to quality, I believe that ANZSOG is well positioned to tackle these challenges.

A handwritten signature in dark ink that reads "Gary Banks AO".

Gary Banks AO
Dean and CEO, ANZSOG

The conception of the EMPA

Like most good ideas that make it into action, there is rarely a predictable pathway. That said, there is often a ‘eureka’ moment when the next steps become clear, and the unavoidable obstacles and risks appear manageable.

For ANZSOG that ‘eureka’ moment followed late one night after a senior officials dinner in Melbourne in 2002, when the (then) head of the Australian Prime Minister’s department Max Moore-Wilton agreed in a discussion with the (then) head of the Victorian Premier’s department, Terry Moran, that the Australian Government would throw its support behind the proposal to establish a trans-Tasman school to train mid career public officials. With Victorian and Queensland Government support already secured, the unexpected but critically important support of the New Zealand Government in play, academic support leveraged by (then) Griffith Vice Chancellor, Glyn Davis, and the New South Wales Government looking to see what the Australian Government might do, Max Moore-Wilson’s declaration represented the game changer.

Less than 12 months later, ANZSOG delivered the first subject in the Executive Master of Public Administration (EMPA), a degree that had, by then, been accredited by each of the foundation university partners in record time.

In the lead-up to Max Moore-Wilton’s assurance of Australian Government support there was more than a year of preparatory work and consultations, including national consultations and development of a persuasive business case; this was done on a largely pro bono basis by the Boston Consulting Group, engaged by the Victorian Government with the support of (then) Premier Steve Bracks. Behind that was close to a decade of discussion among senior officials and key academics about how Australian governments could best support the creation of an institution comparable to the Kennedy School at Harvard and the already established ‘first tier’ business schools in Australia. The need for specialised post-graduate education for emerging public sector leaders had been recognised and documented, but without the necessary traction for action. New governance and design features were critical: a company owned by jurisdictions and participating universities instead of a traditional academic department; mandatory coursework taken through intensive residential units rather

than across a whole semester; delivery of units rotated through all participating jurisdictions; a commitment to develop case studies to underpin teaching; a professional preparation for senior roles embracing both public policy and public sector management; and rigorous evaluation of teaching during units.

Earlier work had identified the key disciplines that should underpin the curriculum, and the potential benefits for public sector performance; however, the absence of a coalition of cross-jurisdictional advocates and project support meant commitment remained no more than a ‘good idea’. The built-for-purpose project team succeeded in bringing a new professional focus to the design of mandatory units by stepping around the established reservations of many senior officials.

Terry Moran, with the backing of his Premier, and the support of a dedicated project team and a network of senior officials across both governments and universities, was able to build a momentum that became unstoppable.

Across a timeframe of months ANZSOG was established as a company limited by guarantee, key staff were recruited, the detailed design of the EMPA was completed and accredited by each of the (then) university partners, the Foundation Dean, Professor Allan Fels was engaged, and the initial intake of 128 officials enrolled in the EMPA. On 11 May 2003 Professor John Alford, leader of the inaugural subject, Delivering Public Value, was in the Coles lecture theatre at the Melbourne Business School to welcome the first intake of students.

Founding Board

Back row, L to R: Mr Jim Carlton, Ms Elise Wherry (Secretary), the Hon Brian Howe, Mr Andrew Podger, Mr Matthew Palmer, Mr Peter Allen, Mr Simon Hollingsworth (Advisor).

Front row L to R: Mr Michael Wintringham, Professor Glyn Davis, Professor Allan Fels, Mr Terry Moran, Ms Gill Palmer.

Reflections on the first ever EMPA subject

It was 11 May 2003, and I have to admit I was nervous. I was about to kick off the very first ANZSOG course: the Master's subject on *Delivering Public Value* (DPV). We had 128 management-level students gathered in Melbourne from across our (then) five member governments, and their expectations were high. These governments had spent a lot on starting ANZSOG, hoping that it would offer something special.

ANZSOG had consulted widely, and decided that quality would be central to its offerings, especially teaching. Instead of delivering monologues at students, we'd put a premium on interactive education, where students talked as much as teachers, whose job was to guide the discussion to important learning. Although I'd led case discussions many times, this was a new venture at an even higher level and on a larger scale.

Fortunately, it all worked. Partly this was due to the logistics, with students moving between different configurations, such as streams of 40–60 each or small groups, where they got to know a variety of their DPV peers, and partly to the great guest presenters, practitioners or academics, who added extra spice.

But it was mainly due to the students. From the very start, they were actively engaged. Despite a heavy workload, they were enthusiastic participants in case discussions, role-plays, team projects and presentations. By day three, they had formed into a network.

The outcome was gratifying: the subject was highly rated by the students, and the networks they had formed during the course proved to endure beyond the classroom. More significantly, we'd now established a body of educational practice that we would draw on as we planned and delivered future programs.

John Alford is Professor of Public Sector Management at the Melbourne Business School and ANZSOG, where he was a founding faculty member.

BOARD

2003





Julia Haraksin

Manager, Diversity Services,
NSW Department of Attorney
General and Justice

EMPA Alumna, 2003 Cohort

What was it like to be in the first cohort?

I approached the program with an eye to just absorbing as much information, theory and skills as possible. In the beginning some of my fellow students appeared intimidating, given the level of education and extensive public service experience around the room. Nevertheless we had a great mix of really young innovative participants and people who had served for many years.

I had to laugh at one point, we were asked whom if any had studied statistics. Half the room raised their hand, but then I pointed out the operative question was when? I actually really enjoy quantitative statistics but I hadn't looked at a textbook for 20 years since my first time round at university, so while it was familiar it was an extensive revision.

Reflect on where the last 10 years have taken you.

In the last 10 years the remit of the Unit I manage has both expanded in breadth and in depth. I have actually found it quite interesting to read my last essay for the subject Delivering Public Value. I have discovered that my paper foretold much of the progress my Unit has made, even though at the time I had little confidence the growth sought would be achievable.

I find I am able to apply many of the learnings from the course. It has given me a sound basis for a growth in self-confidence daily in my role and my leadership of the Unit as it evolves and the broader sector I work in. I feel theoretically more grounded and thus more quietly assured in taking a positive, progressive leadership position in all areas of my work

I find this confidence allows me to drive positive change and I am able to encourage others to be more transformational in their leadership. I also find that sometimes leadership requires patience and that people will often come along in time as they realise the vision articulated is progressive and in line with community expectations and government resources and authority.

What does it mean to be an ANZSOG Alumna?

Being an Alumna has meant that I have had the opportunity to attend some fantastic conferences and development days over the years which have allowed me to 'top up' the learnings of the EMPA and renew professional friendships.

I have had the opportunity to interact with, befriend and learn from colleagues from a great range of disciplines and agencies who have stimulated my own ambitions and approaches to the responsibilities of my own position.

Over the last ten years, being part of the ANZSOG EMPA has deeply enriched my work life. It has given me a sense that the public sector has a sound theoretical and interactive basis for continuing to provide good leadership and that we as public servants can reliably deliver good outcomes for all our communities. That is the essence of what it has meant to be an ANZSOG alumna over the last 10 years.



Professor Michael Mintrom's journey to ANZSOG

Professor of Public Sector Management and Academic Director, Executive Master of Public Administration (EMPA), ANZSOG/Monash University

Joining ANZSOG as the Monash Chair and Professor of Public Sector Management has been a natural progression from earlier activities and ambitions. Since my time as a student at the University of Canterbury in Christchurch, I have been interested in the role of government in society.

After completing a Master's degree in economics, I spent three years in the New Zealand Treasury, working mainly on issues to do with education policy. During that time, I developed the ambition to pursue a career blending the academic life with periods of work as a government advisor. That ambition led me to complete a PhD in Political Science at the State University of New York – Stony Brook. Much of my research then and subsequently focused on the

actions of policy entrepreneurs – people who promote innovation in government policies.

My intention to return to New Zealand was delayed when I took an academic position at Michigan State University. I used my years there to hone my skills in researching, publishing and teaching. I returned to New Zealand in 2002, intending to use my position at the University of Auckland as a base for 'giving

back' to my homeland. I realised this by encouraging students to become policy analysts, by researching forms of public leadership, and by consulting to government.

Joining ANZSOG has been a logical step from there. As Academic Director of the EMPA, I am thinking hard about effective ways to train future public sector leaders in Australia and New Zealand, while continuing my research, publishing, and occasional consulting activities. I particularly like the space ANZSOG has created for continuous thinking about the role of government in society and directions for policy innovation.



JACQUI CURTIS

*EMPA Alumna 2006 Cohort
First Assistant Commissioner
ATO People
Australian Tax Office*

The Executive Master of Public Administration (EMPA) is designed to assist future leaders to develop the management and policy skills needed in today's public sector. Developed in consultation with member governments, the EMPA aims to produce world-class public sector managers. The program offers high-potential and aspiring leaders a thorough grounding in the theory and practice of public administration.

The program brings together a select group of the best emerging public sector leaders from Australia and New Zealand, with outstanding academics and practitioners from around the world.

Reflections

Ten years on from the EMPA's first subject *Delivering Public Value*, ANZSOG has graduated over 900 students from the program, many of whom now have senior leadership roles within the public sector. During this time, the School has established a faculty of high calibre teaching staff, guest academics and senior public sector practitioners with expertise in the theory and practice of public administration.

Read more about the first ever delivery of EMPA on page 5.

2013 achievements

Following the EMPA review, changes have been made to the degree in terms of pedagogy, delivery and services. This is to ensure consistency across subjects and to ensure the degree continues to meet the needs of the changing public sector environment.

The core subject *Designing Public Policies and Programs* was recently redesigned to strengthen the connection between policy design, advising and program implementation.

The School has allocated additional resources to manage the stakeholder engagement with government departments who have nominated to be involved with the capstone subject Work-Based Project (WBP). This renewed commitment should ensure greater consistency of collaboration between students and government sponsors, which will produce better research project outcomes.

The EMPA now boasts a refreshed Mentor Program. The program has been redesigned with the assistance of Peter Wilson AM, National President and Chairman of the Australian Human Resources Institute. Mr Wilson conducted an analysis of the relationship between the existing mentoring program and recent best-practice developments. While the program has performed solidly since it was introduced in 2006, the program redesign takes it to a new level in adding value for participants and member governments.

The future

The recommendations from the EMPA review will continue to be implemented over the coming year, as well as changes required by the Tertiary Education Quality and Standards Agency and the Australian Qualifications Framework. ANZSOG is currently meeting with member universities to discuss the required changes to the current degree structure in order to remain an accredited Master's degree program, while also meeting the needs of its member governments.

The Executive Fellows Program (EFP) is a three-week residential program designed to enable senior executives to strengthen the core skills they need to manage public sector organisations effectively in challenging times.

The program is modelled on the best offerings from the US and the UK, while being relevant to the Australian and New Zealand public sector environments, including a focus on key international trends, particularly in Asia.

Reflections

Conceived as the premier offering in the region, and delivered for the first time on 1 September 2003, over 700 senior public sector executives have completed the program.

The central themes of Understanding Context, Strategy, Relationships, Leadership and Managerial Capabilities remain, although the focus of the program has evolved to meet a changing public sector environment.

In 2003, emerging public sector management approaches included:

- managing for outcomes
- whole-of-government or 'joined-up' government initiatives
- collaboration with providers, other government agencies and clients.

Ten years on, key program elements aim to develop public sector leadership capacity for:

- managing with contested authority
- leading a new generation of staff
- leadership incorporating cross-cultural acuity.

2013 achievements

To be held in Canberra in late 2013, this year's program will feature a component addressing the growing engagement of Australia and New Zealand with Asia. The focus will be on understanding the interrelationships among countries in the region in key areas such as trade, economics, security, education and immigration.

A collaboration between leading academic experts and member governments, the module will be highly interactive, drawing on the experience of Australian, New Zealand and international participants to further develop their capability and capacity for engaging in the public service across the region.

EFP 2012 was the first ANZSOG program to trial an improved evaluation process, based on the Kirkpatrick evaluation model, which asks participants to rate their capability across a range of themes pre and post program. This allows ANZSOG to benchmark the impact of the EFP experience against an individual's capability, and demonstrate program outcomes for member governments.

The future

A review of the EFP is currently underway and expected to be completed in early 2014. A Review Panel, chaired by Jon Grayson, Director General, Queensland Department of the Premier and Cabinet, is in the process of shaping the review, overseeing the working group and engaging with external stakeholders, including senior public sector managers and Alumni. Participants' feedback, member government capability frameworks and comparisons with comparable programs outside Australia will be covered in the review.

The Towards Strategic Leadership (TSL) Program is specifically designed for public sector managers who are moving into or have recently moved to a senior executive leadership role. The course is designed to provide participants with the opportunity to examine different approaches to decision-making and leadership and further develop their ability to think and act on a strategic level.

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, successfully delivered module one in Sydney and module two in Melbourne earlier this year.

Reflections

In 2009, 41 participants attended the first TSL program from a range of member governments. From its first delivery, the program has always maintained a strong emphasis on experiential and interactive pedagogical techniques. In four years, the program has included reflective discussion, Socratic debates, live case studies, simulation exercises and diary keeping. The reflective component of the program can be confronting and participants agree the learning outcomes are invaluable.

As Professor Paul 't Hart explains, the program offers more than just analytical benefits:

"Participants have consistently experienced TSL as both challenging them personally and refreshing them professionally. The program's experiential and highly interactive approach makes it a perfect complement to the EMPA and EFP programs. Its focus on adaptive leadership has proven to be not just of analytical but also of practical value. Several former participants have written to us telling how the different mindset learned and tools acquired for leading complex processes and change operations have greatly helped them achieve positive outcomes at work."

2013 achievements

In 2013 TSL incorporated interactive learning formats and pedagogical innovation and introduced a new *Crisis Management Simulation* – a simulation exercise where participants experienced a crisis management scenario and the accountability pressures that can arise. Participants were assigned the roles of relevant stakeholders. As the scenario unfolded, whilst being fed rapidly evolving situation updates, they were required to interact with each other and deal with the crisis.

Participants enjoyed the fast pace of the simulation and having to think on their feet. For those who had not worked in a crisis situation, many said they found the exercise practical and that it emphasised the need to be adaptive. As one participant explained, *"It was a great way to generate and observe leadership styles and techniques in a high-pressure, fast-paced, credible scenario."*

In partnership with the Australian Centre of Excellence for Local Government (ACELG), ANZSOG delivered the Excellence in Local Government Leadership Program (ELGLP) to 44 local government leaders in early 2013. The Program Director, Professor Mark Evans, Director ANZSOG Institute for Governance, University of Canberra, delivered the six-day program to participants from across Australia and New Zealand.

The program objectives are to:

- gain an understanding of policy contexts
- build strong working relationships with government, citizens and stakeholders
- create and deliver services with a genuine public value
- develop a strong CEO–Mayor relationship
- lead and manage ongoing change processes through social adaptive leadership
- build a problem-solving culture at the local level.

The 2013 program facilitated access to noted local and international experts to address critical local issues identified by participants. Presenters included Professor Gerry Stoker, Senior Advisor to the Blair government on local government reform in the UK; Jude Munro, former CEO, Brisbane City Council; Glenys Beauchamp, Secretary, Department of Regional Australia, Regional Development and Local Government and Stephen Yarwood, Lord Mayor of Adelaide.

My aspirations for the ELGLP were to gain greater insight into the strategic issues facing local government and retain my currency as a local government CEO. I also wanted to ensure that my Council will continue to review its place within the broader framework of local government and the massive changes that it will be facing in the future. Not only have these aspirations been achieved, but I am now a member of an outstanding community of practice.

LGLP Participant



John Kotzas

Chief Executive, Queensland
Performing Arts Centre (QPAC)

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

QPAC held an Executive Education workshop to launch its strategic planning process with Harvard Professor Mark Moore, one of the world's leading strategists on 'public value' and non-profit sector management. I am an alumnus of ANZSOG's Executive Fellows Program (EFP) which is where I was first introduced to Mark's thinking and teaching. I knew a visit from Professor Moore would create excellent learning opportunities not only for QPAC's leaders but others in the non-for-profit and public sectors. Once Professor Moore's visit to Brisbane was confirmed, with the help of ANZSOG we designed a program that consisted of strategic sessions with QPAC's Board, executive and staff and presented a public lecture and panel discussion for ABC Radio National's Big Ideas program.

The benefits QPAC received from the Executive Education workshops have been great. Professor Moore's knowledge and skill was particularly constructive in helping

us to look differently at the inherent complexities and challenges our organisation is facing and potential pathways to overcome them. He was able to significantly challenge our thinking, open up alternative perspectives and augment our collective understanding of the role of a cultural institution. It was an invaluable and rare experience for our organisation to work so closely with Professor Moore. The legacy of his time with us has continued to reverberate through our planning and activity.

How do you think ANZSOG's Executive Education workshops have benefited the public sector?

The public sector has enormous responsibility to the community and exerts great influence on our society, economy and the environment. It is vital we invest in developing the best people and capacity we can to lead and operate the sector. ANZSOG's Executive Education workshops are a valuable resource. They provide the opportunity to engage with leading experts, their wisdom and the latest thinking on policy and

management issues from around the world. Presently, there are a number of Alumni from ANZSOG's Programs in senior positions in Queensland's public sector.

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?

Workshops are about the learner and enabling them to discover new ways of thinking and seeing to benefit their work and personal development. In QPAC's executive workshop, a case study was used as the starting point for introducing the group to the core ideas to be explored, which were quite theoretical. The example encouraged a practical discussion and it was effective for bringing the group into a new thinking space quickly. Participants are more likely to be engaged and evolve their perspective if you use examples to support your ideas that relate to their context.

ANZSOG 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.

Reflections

During the consultation process leading to the establishment of the School, managers from various governments were asked what topics were the most important and suited to executive education. Among them was the challenging issue of how senior managers make decisions about how and when to invest in information technology for their staff.

During the second half of 2004 senior information and communications technology managers from the five foundation member governments were consulted about what should go into a short course in this field. A review process followed this some months later, based on a draft outline of a two-day workshop, which was then followed by further revision. The reviewers were presented with a final program and asked to support the launching of a workshop by recommending their staff and others across their jurisdiction to attend.



So it was that in February 2005, the first executive workshop was born. *Managing IT in the Public Sector*, led by Professor Michael Vitale, was delivered to a class of 45 enthusiastic participants at the University of New South Wales, in Sydney.

In the eight years since this first workshop, ANZSOG's executive offering has grown to a suite of 24 executive workshops.

2013 course delivery

This year saw the delivery of four new workshops:

- Partnerships in Infrastructure: The Evolving Roles of the Public and Private Sectors
- Cost-benefit Analysis
- Recognising Public Value: Strategic Uses of Performance Measurement in Government
- Responding to and Supporting Government Agendas.

This year also saw another delivery of the CEOs' Forum. This provides a rare opportunity for public sector CEOs from all jurisdictions to come together and reflect on the challenges of their work, with the aim of improving their practices and performance.

2013 achievements

The defining feature for Executive Education in 2013 has been delivering programs to our member governments in difficult times. To achieve this, ANZSOG has had to think outside the square and collaborate more closely with our member governments.


ANZSOG's in-house customised workshops once again proved popular. Several were delivered in Queensland, in partnership with the Public Service Commission.

ANZSOG's international network of academics and practitioners has once again enabled some renowned international experts to be accessed by our member governments. This year we welcomed:

- Professor Jose A Gomez-Ibanez, Harvard Kennedy School
- Professor Mark Moore, Harvard Kennedy School
- Professor Malcolm Sparrow, Harvard Kennedy School
- Professor Paul 't Hart, Utrecht University School of Governance and the Netherlands School of Public Administration
- Professor Meredith Newman, Florida International University
- Professor Paul Posner, George Mason University
- David Albury, Director, UK Innovation Unit.

The future

2014 is set to be another exciting year, with Executive Education looking forward to greater collaboration and engagement with member governments. Of particular interest will be the continued development of the Customised Workshop Program and the use of more in-depth tools to better ascertain the learning and development priorities of partnering agencies.



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 presenters and the executives who attend the workshops

The School has developed broad experience in designing and delivering international programs to senior public sector executives.

Annually, the School delivers a series of advanced leadership programs:

- The Pacific Executive (PACE) Program (since 2007, concluding in 2013)
- The China Advanced Leadership Program (since 2011)
- The India Advanced Leadership Program (since 2013).

The School has delivered the following pilot initiatives:

- The Australia-Indonesia Leadership and Management Program (2010)
- *Political Communication in an Era of Governance* – collaboration with the Singapore Civil Service College (2013)
- ANZSOG's inaugural China Reciprocal Program was delivered in mid 2013.

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

Reflections

When ANZSOG was launched in 2002, both the Australian and New Zealand Prime Ministers clearly expressed their expectation that ANZSOG would play a significant role in supporting public managers in the Asia-Pacific region.

From the launch of the Prime Minister's Pacific Islands Scholarships for Governance initiative in 2003, and the inception of the School's inaugural customised international offering PACE in 2007, ANZSOG's expertise in the field of international education has developed broadly.

The School recognises its potential to contribute to Australia and New Zealand's engagement with the region through tailored activities and collaborative relationships.

A key challenge for ANZSOG and member governments is to maintain the personal and institutional linkages developed through these programs, once participants move on from the program and up through the system, and draw on these linkages in support of Australian and New Zealand interests.

2013 achievements

In addition to the development and delivery of new programs for the governments of India and Singapore, ANZSOG's inaugural China Reciprocal Program was delivered in mid 2013.

The China Reciprocal Program was initiated at the invitation of Li Yuanchao, former Minister of the Organization Department, in response to ANZSOG's China Advanced Leadership Program. This was the first time the Chinese government has invited a delegation of senior public sector leaders from Australia or New Zealand to China for a program of this nature.

The program, designed for Australian and New Zealand public sector leaders in the top executive ranks, aims to:

- provide participants with an interactive program enriched by peer-to-peer collaborative learning and counterpart exchanges
- enhance participants' capability to operate comfortably in China
- equip participants to inform public decision-making with knowledge of China.

The program is sponsored and hosted by the Organization Department of the Central Committee of the Communist Party of China.

The future

There is value in the role that ANZSOG's International Programs play in connecting senior international decision-makers with Australian and New Zealand counterparts.

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

In particular, ANZSOG is willing and able to support the Commonwealth as it delivers against the policy pathways outlined in the *Australia in the Asian Century White Paper* (2012). The School is committed to ongoing collaboration and engagement to assist the Commonwealth in building Australia's capabilities and its connections with Asia.

CALP

2012 Cohort





Daphne Ringi

CEO, Cook Islands Office of
the Public Service Commission

PACE Alumna 2009 Cohort

Daphne Ringi, a graduate of the 2009 Pacific Executive (PACE) Program, was recently appointed as CEO of the Cook Islands Office of the Public Service Commission.

Ms Ringi says she is grateful for the learning she gained through PACE, which, along with other competencies, equipped her for this role.

On commencing the program in 2009, Ms Ringi was particularly struck by the opportunity PACE afforded her to look beyond her own immediate context and learn from her colleagues across the Pacific.

“Sometimes when you are in your own country, you can feel isolated – you’re not really thinking regionally. Meeting people through this program will definitely broaden networks within the region and allow me to access the wealth of knowledge that this group brings.”

In the years since completing the program, Ms Ringi has continued to develop her Pacific networks, including attending regular PACE Alumni events. “I feel privileged to have participated in PACE,” she says of her involvement with the program over the past five years, “I hope to maintain the friendships and networking gains of the program into the future.”

The PACE Program was developed by ANZSOG, in collaboration with AusAID and key stakeholders across the Pacific, to build capacity and strengthen reform in the Pacific region.

Since it commenced in 2007, the program has enjoyed strong support from governments in the Pacific, and from the Australian Government.

With its emphasis on the acquisition of high-level management skills and insights, PACE offers participants an exceptional learning experience that leads to membership of a growing and influential Alumni network spanning the Pacific.

With the PACE Program concluding in 2013, it is timely to reflect on the impact the program has had since its inception in 2007.

Close to 200 public sector officials from ten Pacific island nations have completed the PACE Program.

Individual participants in PACE, PACE Extension placements and PACE Alumni have valued highly the learning opportunities and wider networking opportunities provided by the program. Participants believe the program builds confidence, assists career progression and imparts sustainable learning outcomes.

PACE has been a catalyst for strengthening reform in participating countries. The PACE work-based projects (aligned with or responding to national, corporate or sector plans) have resulted in high-level changes in administration in participating agencies and across government.

ANZSOG has been privileged to deliver a program of the highest quality to enthusiastic and committed participants. The School has been especially fortunate to have access to a range of eminent Pacific presenters, whose contributions to the program have been complemented by those of senior academics and practitioners in Australia and New Zealand.

China Advanced Leadership Program

The China Advanced Leadership Program (CALP) is a unique collaboration between ANZSOG and the Organization Department of the Central Committee of the Communist Party of China.

Delivered annually, with initial funding for three years, CALP is sponsored primarily by the Australian Government through the Department of Foreign Affairs and Trade with additional support from New Zealand's Ministry of Foreign Affairs and Trade.

The program is designed for public sector leaders in the senior executive ranks, with a focus on critical strategic leadership issues facing senior public sector executives in China. The program brings together a first-class range of presenters including leading academics and senior practitioners from both the public and private sectors.

Complementing these contributions are unparalleled opportunities to meet heads of government, senior ministers and high-ranking officials. All in all, the intention has been to create a world-class learning opportunity for participants of this unique program.

India Advanced Leadership Program

The India Advanced Leadership Program (IALP) is a collaboration between ANZSOG and the Department of Personnel and Training, Government of India.

Substantial sponsorship, as well as support and coordination in the program design (and delivery), was received from the governments of Victoria and New South Wales, facilitating the inaugural delivery of the program in 2013.

With a focus on leadership and strategic thinking, this annual program is designed for public sector leaders in the senior executive ranks.

The program draws on the extensive ANZSOG network of member governments and universities to assemble a broad range of distinguished and expert presenters from government and academia. It also provides participants with opportunities to meet senior Australian counterparts.

While the current collaboration with the Government of India focuses primarily on the annual design and delivery of the IALP, a key design feature of the program is the facilitation of an ongoing engagement of senior Indian officials with senior Australian Government leaders.

Singapore Civil Service College Program

Political Communication in an Era of Governance is a collaboration between ANZSOG and the Singapore Civil Service College.

The inaugural program was delivered in Canberra in April 2013 with a repeat expected in early 2014.

The fundamental aim of this program is to provide a forum for lesson-drawing between Australia and Singapore on the ingredients of effective political communication.

The program was designed to enhance the capability of information officers to deliver public value for citizens in an increasingly complex and contested environment. It brought together communication specialists from across Australia to explore emerging challenges in political communication, including:

- managing with contested authority
- dealing with intractable problems
- citizen and stakeholder engagement
- providing high quality services in an era characterised by diminishing resources.

The core faculty of Professor Mark Evans, Mr Paul Porteous, and Adjunct Professor Virginia Haussegger was complemented by an impressive line-up of guest speakers with rich experience at the sharp end of political management.

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 Australasian and international scholars, public intellectuals and senior leaders, seminars, workshops and roundtables are provided at no cost to attendees. Each program is shaped in partnership with the relevant jurisdiction to ensure events are appropriate, timely and influential.

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

Reflections on the growth of the program

Since its beginnings in Victoria in 2007, Applied Learning has spread its wings not only geographically across the network, but also in terms of the variety of its offerings and the size and diversity of its topics and audiences.

Peak levels of interest this year were generated by the visits to Canberra and Wellington of 'nudge' gurus Drs David Halpern and Rory Gallagher from the UK Cabinet Office. For the first time, Applied Learning welcomed a serving Chief Minister as a speaker, as NSW Premier the Hon Barry O'Farrell introduced Adjunct Professor Gary Sturges' Public Oration.

The increasing importance of 'Asian literacy' for the public service was reflected in events in Melbourne and Perth canvassing the meaning of the 'Asian Century'. At the same time as looking globally, events were also delivered outside capital cities, in Auckland, Christchurch and regional areas of Western Australia.

New audiences of regulators and public servants working in finance and budgeting, human resources, infrastructure and procurement were added to the Applied Learning community through events targeting their particular areas of interest.

2013 achievements

In financial year 2012–2013, 9,091 participants registered and/or took part in 80 seminars, workshops and roundtables. These participants came from every sector of government in Albany, Auckland, Canberra, Christchurch, Hobart, Kalgoorlie, Mandurah, Melbourne, Sydney, Perth and Wellington.

As in previous years, evaluations indicate a high degree of satisfaction with the speakers, their topics and the opportunity to network across government and refresh intellectual frameworks.

In straitened times, Applied Learning promotes a sense of common purpose and profiles the significant contribution a high-performing public sector makes to achieving valuable outcomes for citizens.

The future

Consistent with ANZSOG's overall approach, in 2013–2014 Applied Learning will look to leveraging the value we deliver for partners and participants. Particular attention will be paid to:

- maintaining the School's reputation for offering uniquely thought-provoking, well-grounded and engaging events responsive to the dynamic Victorian public sector environment
- building on the range of activities undertaken last year in NSW
- growing partnerships with other agencies and sectors in New Zealand (which has entered into a new three-year memorandum of understanding).



The ANZSOG seminar series has played a key role in the development of my understanding of the strategic challenges faced by the modern public sector. If we're going to work smarter, we need to understand the context we're in. The ANZSOG seminar series provides just that. We don't have to reinvent the wheel – others are facing similar challenges.

*Jon Buttery, Department
of Health, Victoria*

The Applied Learning seminars are of high quality and free to participants (thanks SSC and ANZSOG!). This means I don't have to ask anyone's permission to attend, even when the topic is tangential to my current work responsibilities. And because the seminars cover a wide range of topics, many of which fall outside my usual field of work, they provoke me into new learning and lateral thinking. Why wouldn't I be a 'frequent flyer'?

*Dr David Bromell, Ministry of Social
Development, Wellington*

ANZSOG's Research Program focuses on innovative, practically focused exploration of public administration, policy and management. It was established to expand the School's understanding of government policy and public sector management issues and to ensure that this knowledge is of practical value.

ANZSOG-funded projects, conducted by leading researchers in public administration or public policy, feed into the School's teaching to increase the currency and relevance of ANZSOG's educational outcomes. They also provide material for wider knowledge transfer through journals, occasional papers and monographs.

2013 achievements

In the past year, the Research Team has published a further three titles in the ANZSOG/ANU E-Press series:

- *Ministerial Careers and Accountability in the Australian Commonwealth Government*, edited by Keith Dowding and Chris Lewis
- *Past Law, Present Histories*, edited by Diane Kirkby
- *Australian Politics in a Digital Age*, by Peter John Chen (the first comprehensive volume on the impact of digital media on Australian politics).

In May ANZSOG co-funded a two-day workshop on the topic of 'Exploring the gender dimensions of intergovernmental relations: Australian and international perspectives'. It featured national and international delegates with expertise in gender and public policy. Papers from the workshop will be published in a special issue of the journal *Regional and Federal Studies*, and a symposium in the *Australian Journal of Public Administration*.

ANZSOG's academics have also been busy. For example, Professor Michael Mintrom published articles in the *Journal of European Public Policy* and the *Journal of Higher Education Management and Policy*. He also authored chapters in the *Routledge Handbook of Public Policy and Education Governance for the Twenty-First Century* (Brookings Institution).

Dr Michael Di Francesco has argued in the *Australian Journal of Public Administration* that there is a need to better scope and enable the existing 'managerial' role description for ministers. He is also leading an international review of costing practices for medium-term expenditure frameworks used by central budget agencies in selected OECD countries, funded by the World Bank.

Professor John Alford has published two articles in 2013 (in *Administration and Society* on 'wicked problems' and in *Public Management Review* on co-production), as well as having several chapters on various topics accepted for books to be published in the US and Australia. He has several other papers in the pipeline.

August 2013 saw the launch of an ANZSOG-funded report on the political astuteness of public sector managers, in conjunction with the UK's Chartered Management Institute. *Leading with political astuteness: A study of public managers in Australia, New Zealand and the United Kingdom* was based on research by Professor Jean Hartley, Professor John Alford, Professor Owen Hughes and Sophie Yates. They conducted a survey of over 1,000 middle-to-senior public servants, as well as 42 semi-structured interviews, to explore the role of political skills in the work of public sector managers.

The future

ANZSOG will fund ongoing projects on:

- flexible budgeting – examining whether budget rigidity inhibits collaboration in government; analysing properties of budget control and scoping how 'rule variability' might more effectively balance control and flexibility
- Indigenous leadership in the public sector – investigating the role and contribution of Indigenous public servants and the possibilities and challenges for Indigenous peoples in exercising leadership within western bureaucracies
- performance federalism – analysing critical factors in the performance management system of each Australian jurisdiction
- 'government as a social machine' – analysing the links between the rapid development of information and communications technologies, and accompanying organisational changes. This project's findings will form the basis of teaching materials for Executive Education workshops.

Launched in June 2012, ANZSOG's peer-reviewed journal *Evidence Base* has now published five issues.

Each issue consists of a 5–8,000 word systematic review of the evidence base relating to an issue of importance to public sector decision-makers. Topics are approved by an editorial board of academics and practitioners to ensure their relevance to ANZSOG's government partners. Completed reviews are refereed by subject matter experts and public sector managers.

Policy areas covered by the journal in the past year include:

- Prevention-based approaches to social policy: The case of early childhood development
- Too much 'Dreaming': Evaluations of the Northern Territory National Emergency Response Intervention 2007–2012
- The effect of restorative justice programs on re-offending
- The impact of alcohol advertising on young people's drinking and the role for regulation of advertising content.

Upcoming issues will cover mental health policy, work-life balance, and harm minimisation strategies for problem gambling.

Evidence Base spotlight

For the June 2013 issue, Professor Sandra Jones and Dr Ross Gordon of the University of Wollongong reviewed the regulation of alcohol advertising and its effectiveness in Australia and three comparison countries. They found some disappointing regulatory failures.

Beginning with a review of the advertising codes and associated regulatory infrastructure of Australia, New Zealand, Canada and the UK, the authors then looked at research into the effectiveness of these codes.

Jones and Gordon found considerable evidence that alcohol advertising influences drinking behaviours, and that current regulatory systems based on co-regulation and voluntary regulation (as is the case in Australia) are ineffective. For example, several studies showed that lay and expert judges perceived alcohol advertisements to be in breach of advertising codes, although the relevant standards boards upheld no complaint about them.

Ending on a practical note, the authors provided recommendations to policy makers. They discussed the three pillars of regulation: volume restrictions and content restrictions (for these, the authors drew particularly on the Loi Évin system currently employed by France), and infrastructure to support the regulatory environment (for example, an independent panel of representatives to populate regulatory bodies, and an accessible and quick complaints system).



Most graduates have had similar experiences of university teaching: an academic standing at the lectern reading a monologue from notes; overcrowded tutorials, in which tutors asked questions followed by big silences. More recently, of course, PowerPoint ruled.

Sit in on a university class today, and this picture hasn't changed much. The result: many students find the teaching uninspiring, and do not learn as deeply as they could.

Right from the start, ANZSOG broke out of this mould. It decided to focus on high-quality teaching, which meant more interactive education – using cases, simulations, short vignettes and other 'teaching objects' – and letting students do more of the talking.

At first, this was low-key, but before long, the School set up more structured opportunities to develop teachers:

Teaching development workshops at a national level – this involved faculty across ANZSOG's partners. In the early stages, hardly any of the academic staff taking part had done any case teaching – but they were willing to give it a try. What helped was the leadership of each workshop by a world-leading case-teaching exponent, including Howard Husock (Harvard Kennedy School), and John Boehrer, Stephen Smith and Jon Brock from the University of Washington.

By 2011, a Teaching Master Class (for about 30 more advanced participants) and a Case Workshop covering the fundamentals had become annual events. One participant echoed a common sentiment: *'The quality of interaction between participants was both extraordinarily high and productive. People were open, very friendly and mutually supportive.'*

Running short workshops over a two-year period at 12 of its 15 partner universities – this was designed to stoke interest in interactive case teaching among the School's adjunct faculty staff, as well as foster a 'community of practice' around good teaching.

After 10 years, interactive teaching is well and truly embedded at ANZSOG, and monologues are very much the exception.

"I enjoyed being able to see and discuss a variety of teaching methods and being brought up to date with recent pedagogical developments."

*teaching workshops
participant*



JOHN ALFORD

Professor



Dr Michael Di Francesco's journey to ANZSOG

Senior Lecturer in Public
Sector Management, ANZSOG

The new public management has always had mixed press but for me, quite simply, it was what kindled a fascination with the business of government. The debates that raged at its peak in the early 1990s, as much between the academy and practitioners as within the former, coincided with my undergraduate years at the University of Sydney, where I wrote an honours thesis on NPM. I have been either researching, teaching or practising in public management ever since. And like the NPM, the trajectory of my career has also been named by academics; I am, I suspect, a pracademic.

I completed a public policy PhD at the ANU, which looked at the role of systemic performance evaluation in central agency policy management, with a focus on the quality of policy advice. This interest in performance, and the structures and outcomes of government decision-making, has framed my research and teaching, first at the University of Sydney, where I also directed the masters program in public policy, and then, immediately prior to moving to Melbourne, the School of Government at Victoria University of Wellington.

An interest in performance has also underpinned my professional roles in the public sector. For eight years during the 2000s I was a principal advisor in NSW Treasury where I led strategic budget and performance management reforms across the NSW public sector, a rewarding policy design and change implementation role that also convinced me of Winston Churchill's observation that 'success is the ability to go from setback to setback without losing enthusiasm' (I like to think if I weathered the first, I also did the second). I have followed this

specialisation in public financial management to advisory and technical assistance appointments with both the World Bank and the International Monetary Fund, where I continue to work closely with civil servants in countries as diverse as Poland, Brazil, Costa Rica and Sri Lanka.

I joined ANZSOG in April 2011 as Senior Lecturer in Public Sector Management. I currently teach into a range of EMPA subjects, and from 2014 will lead the capstone Work Based Project. Working with some of Australia's best university teachers is a great privilege. So too is the opportunity to interact with the public sector's best and brightest. In this way I like to think of ANZSOG as an educational equivalent of the 'Babel fish' in Douglas Adams' *Hitchhikers Guide to the Galaxy* – it was created intentionally to help translate public service between theory and practice.



Daile Bramwell

Director – Corporate Services and Organisational Development, Ministry of Pacific Island Affairs, New Zealand.

TSL Alumna, 2012 Cohort

Why did you choose to participate in the Towards Strategic Leadership (TSL) program?

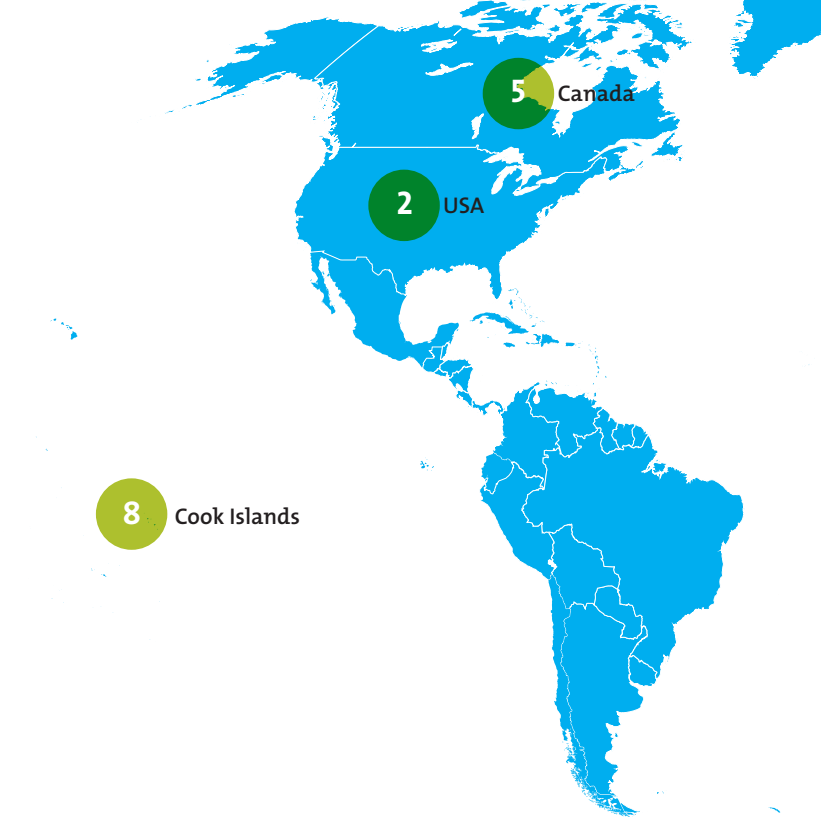
Having worked for a time as a public sector senior official, I felt I needed to expand my understanding of strategic leadership through further consideration of contemporary theory and practical application, and through extending my professional networks. TSL offered me this opportunity by providing high intensity real-world learning opportunities involving discussion and collaboration with peers across jurisdictions.

What were the highlights and challenges of TSL?

TSL offered a highly challenging environment in which to test our learnings and joint experiences through real casework. A highlight was the opportunity to work collaboratively with peers through fieldwork and crisis management. The unique combination and structure of the program provided new theoretical frameworks and the opportunity to test them, but as importantly, the opportunity to test myself and my ability to lead and work collaboratively through high intensity, high complexity situations. The mix of challenge, support, discussion and debate was set to exactly the right temperature for personal and group learning.

How did the program convenors contribute to your learning experience?

The TSL convenors brought such an array of experience and knowledge to the program. Their insights and accounts of real situations, both good and not so good, enabled me to reflect on how I would and have operated in similar circumstances. The opportunity to talk freely and frankly with convenors and test their responses to situations provided real depth to the program learnings. The knowledge, wisdom and humility with which they worked with us made this one of the most significant programs I have participated in.



The Alumni Program supports Alumni across Australia, New Zealand and the Pacific region by connecting, engaging and enriching their learning. The program is committed to ensuring that Alumni have the opportunity to experience and participate in a diverse range of stimulating activities and events by offering an unparalleled professional network and support base for all participants.

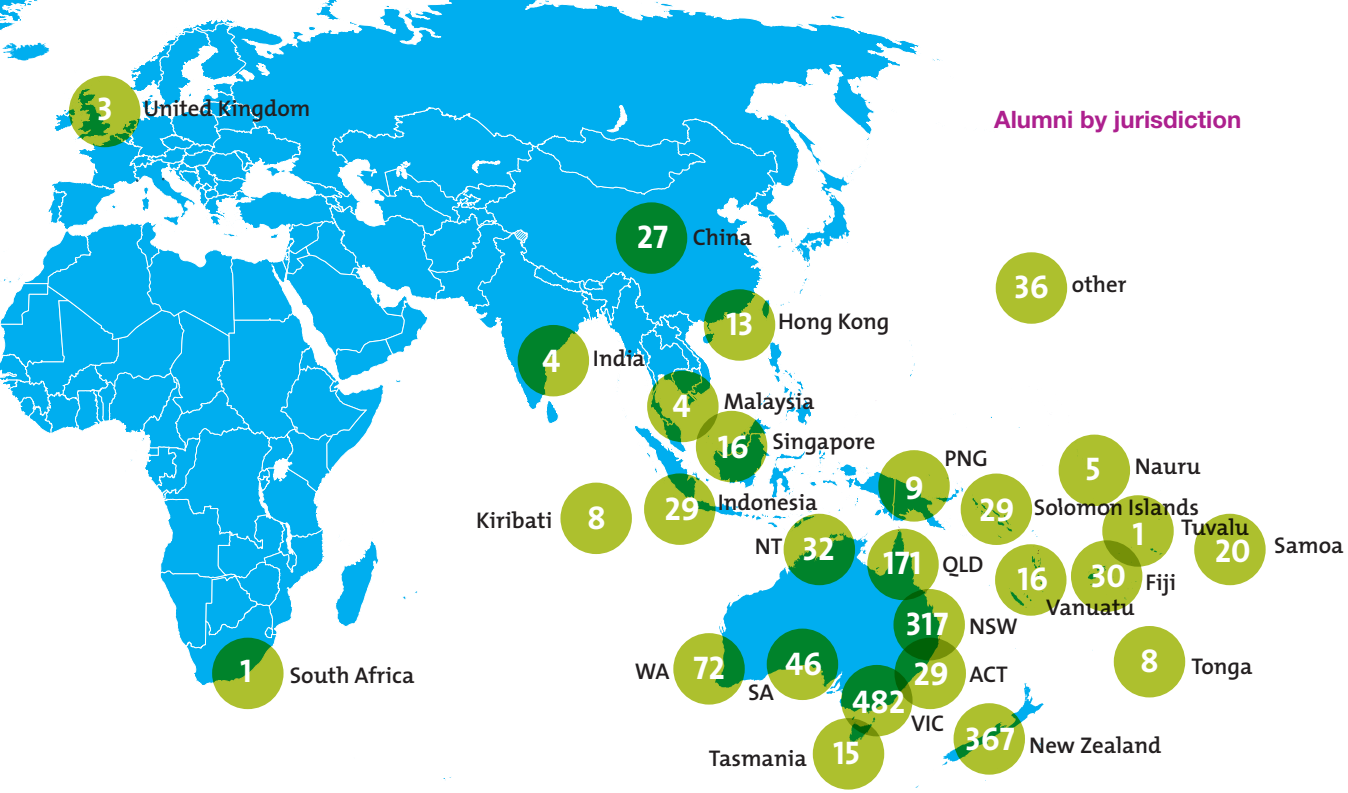
2013 achievements

In 2013, in collaboration with Alumni chapters and the ANZSOG faculty, the program delivered over 30 jurisdictional events relevant to both Alumni and member government priorities. These events featured a range of high-calibre international and local practitioners, including Professor Paul 't Hart, Utrecht University School of Governance, and the Netherlands School of Public Administration, and Wayne Eagleson, Chief of Staff to New Zealand Prime Minister, The Right Honourable John Key.

The EMPA Refresher, *Every workplace, every worker: growing public sector productivity*, was delivered for the fourth time on 6 August in Brisbane. Patrick Dunleavy, Professor of Political Science and Public Policy at the London School of Economics and Political Science, delivered the main plenary session.

The EMPA Refresher was designed in collaboration with Alumni around the network, and was perfectly pitched for current public sector issues, adding value for both Alumni and member governments to the original investment made towards the EMPA.

The EFP Refresher, *Public value...New perspectives*, was held for the third time on 7 May in Sydney. This provided the opportunity for EFP Alumni to engage with a series of international speakers, including Professor Malcolm Sparrow, Professor of the Practice of Public Management at the Harvard Kennedy School, Dr Rory Gallagher, UK Behavioural Insights Team and EFP Program Director Robin Ryde. The Refresher was a perfect opportunity for participants to approach the subject from different angles, hearing experiences of unearthing public value and contrasting these with other perspectives.



Alumni by program



There are now active chapters in all jurisdictions across Australia and New Zealand. Varying governance arrangements are in place in each jurisdiction. A key focus during the last year has been supporting the development of chapters. The establishment of committees in Queensland and New South Wales is a recent achievement.

Throughout the year Alumni continued to present at programs and workshops, to participate in forums, roundtables and seminars, and to work on the development of case studies and the *Evidence Base* journal.

The future

Alumni continue to fill important and influential roles within the public sector. A fundamental tenet of the Alumni Program’s mission is to keep Alumni connected with the School and with each other. The Alumni Program will continue to focus on strengthening the bond between Alumni and the School with an eye to increasing their interest, support, and contributions of time and talent over the coming years.

There's a deadly virus destroying lives in New Zealand. The Health Department has limited supplies of a new vaccine. Who gets the jab?

The Department of Veterans Affairs finds that its client base is shrinking, and those remaining (veterans of recent wars) have differing needs to those who served in World War 2. What strategy should DVA adopt?

These real-world scenarios might seem a bit confronting for the classroom, but students have relished grappling with these and other equally knotty dilemmas since the School's inception. Indeed, case studies are a fundament of the ANZSOG teaching program. Cases enable highly immersive learning experiences.

Directed by Professor John Alford, the Case Program has gained rapid, widespread recognition as one of the world's preeminent collections. With two talented case-writers, Marinella Padula in Melbourne and Janet Tyson in Wellington, demand for local and contemporary public-sector stories shows no signs of abating.

Reflections

The Case Program was established at the end of 2003 and the first case studies were published online at the end of 2004. The first case published was *The Sydney Water Customer Information and Billing System*, a case that remains relevant today and is still used in ANZSOG's workshop teaching.

Over the past decade, ANZSOG has been fortunate to have expert academics, writers and ANZSOG Alumni contribute to the Case Program. The most downloaded case: *Leading culture change at New Zealand Police*.

2013 achievements

This year ANZSOG celebrated publishing its 150th case study. The case, *Crowded House: the New Zealand prisons dilemma*, poses the challenge of developing a strategy to manage the predicted increase in inmate numbers heading for New Zealand's Corrections facilities, many of them already out-dated.

ANZSOG's Case Library now has 1150 members who've made close to 25,000 downloads. 80 different departments and agencies across more than 20 different government jurisdictions, from Barbados to Afghanistan, utilise the resource.

The future

The future points towards continued overall expansion of the case library, in a greater range of jurisdictions. There will also be shorter case 'vignettes' and more multimedia elements, as well as other teaching objects such as guided oral scenarios where a case unfolds one event at a time.

Visit casestudies.anzsog.edu.au to find out more about ANZSOG's Case Study Program.



At times of fiscal pressure, when genuine innovation is essential, should the public sector step back to its core policy business, commissioning others to deliver? Who should those be, how should they be selected, and how can their performance be measured? By lunchtime on the first day of the two-day Annual Conference in Brisbane on 7 – 8 August, many of the topics on the theme *Delivering Under Pressure: Public Services, Performance and Productivity* were already prompting debate amongst the 370 attendees. While there were contrasting views in areas such as the value of contestable services and market competition, there was also widespread agreement on a number of fundamentals. Austerity is the new normal, with pressure on both human and financial resources. Smart thinking such as being “digital by default”, collaborative and co-productive approaches, or “harvesting” proven ideas from other jurisdictions and organisations – is a necessary response.

A series of stimulating workshops, with some excellent speakers and presentations* showed frugal innovation at its best, with new structures such as public service mutuals and social benefit bonds, the “nudging” approach to changing behaviours in the UK and New South Wales, and the creative use of existing technology to dramatically increase the effectiveness of policing in one of Melbourne’s toughest sectors.

Host state Queensland turned on a warm welcome from Brisbane’s Lord Mayor ahead of a thought-provoking Paterson Oration by Glyn Davis that put Australian universities into a challenging perspective.



At the Conference Doug McTaggart, a member of the Queensland Commission of Audit, gave a frank insight into dramatic cuts in public spending, arguing that everything, including the public sector’s reason for being, should be up for review. Later, current Queensland under-treasurer Helen Gluer gave a graphic view of a fiscal future facing some speed bumps.

In the second Keynote, Dr Steven Kelman took an inspiring look at how leaders can find and build on a core of supporters to “unleash change”, instead of spending energy trying to win over opponents. In her “8½ propositions for frugal innovation” (Keynote 3), Professor Jean Hartley highlighted the importance of energy during the three phases of innovation: invention, implementation and diffusion, and pointed out that bureaucracy and organisation have distinct advantages in each, especially the latter.

SPEAKERS
2013 conference



During keynote 4, Professor Gary Sturgess debated whether there is a true divide between “public” and “private”, and in Keynote 5 Professor Peter Shergold argued for a radical revaluation of the role that the third sector can play. Concluding the first day, Queensland Police Commissioner Ian Stewart launched ANZSOG’s 150th case study, while an engaging and thought provoking speech from Paul McClintock topped off a convivial Dinner.

Contrasting transatlantic viewpoints made for a stimulating start to Day 2, with Professor Patrick Dunleavy from the UK lamenting the lack of information about public sector productivity, and “zero evidence that competition or contestability makes a difference” before giving 8 steps to grow public sector productivity, starting by focussing on it “hard and continuously.” The scene was set for a brief but lively debate after Dr Shelley

Metzenbaum explained the strategies used to improve performance across the US government department.

Further international perspectives – from Canada, Finland and the UK – completed the afternoon, with Keynote speeches followed by a panel discussion that once again proved this Conference had raised some very timely and pertinent issues, and fulfilled its remit to provoke a lively exchange of ideas, as Dean, Professor Gary Banks noted in his concluding remarks.

*Audio recordings of all stream sessions and video of Keynotes are available at anzsog.edu.au

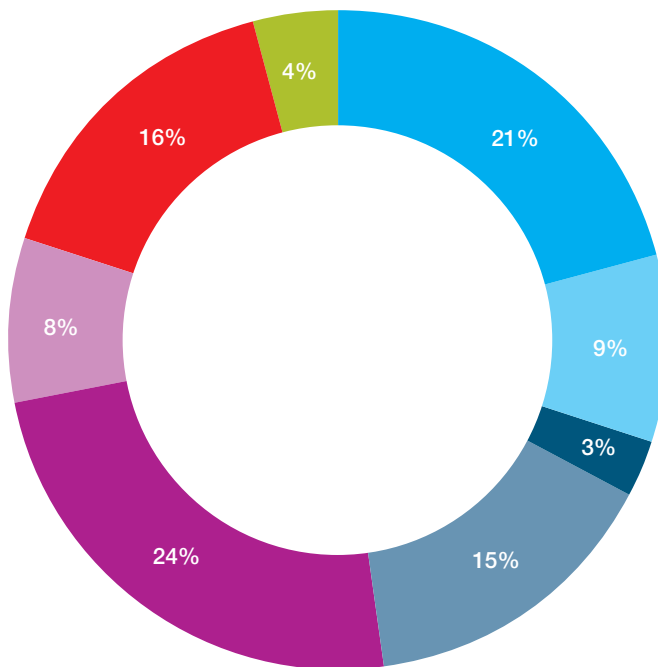
The Australia and New Zealand School of Government (ANZSOG) is incorporated in Australia as a company limited by guarantee. The Australian Taxation Office has endorsed the company as an income tax exempt charity and accordingly the entity is exempt from income tax and eligible for GST concessions. The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

The 2013 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 the challenges within member governments and consequential impacts on demand for ANZSOG's programs, have required ANZSOG to work towards establishing a sustainable revenue base and improving efficiency within the organisation, without compromising quality.

Income Sources

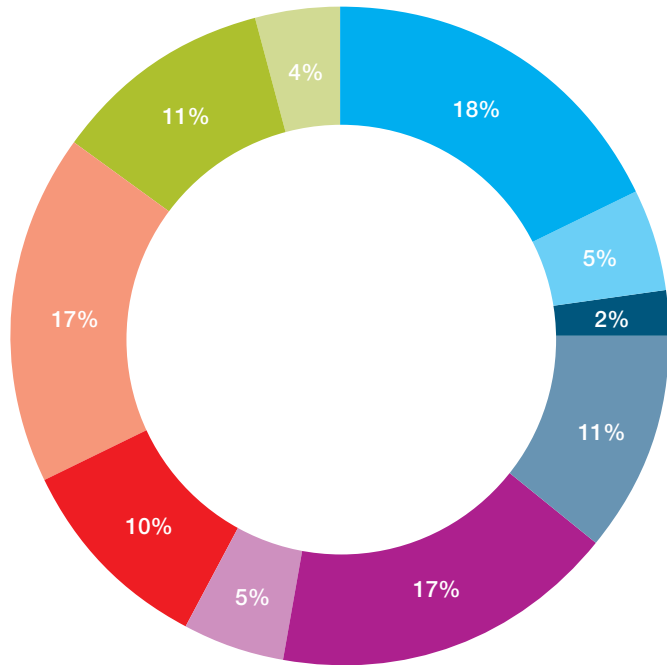
Consolidated income for the 2013 financial year, at \$19.1 million, decreased by \$0.5 million or 3% in comparison to 2012. This decline has been driven most significantly by lower than expected enrolments in all programs. The decrease was slightly offset by securing additional funding for the China Advanced Leadership Program.

- Executive Master of Public Administration
- Executive Fellows Program
- Towards Strategic Leadership
- Executive Education
- International Programs
- Member Contributions
- Investment
- Other



Expenditure

ANZSOG's consolidated operational expenditure in the 2013 financial year was approximately \$16.9 million. After allowing for government member contributions of \$1.6 million and revenue from operations of \$14.5 million, the net operating deficit was \$0.8 million. Investment income funded this operating deficit and contributed to the growth of ANZSOG's capital base.



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

Member Governments

- 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

Member Universities

- 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 like to thank the following Applied Learning partners for their ongoing support:

- 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
- Australian Public Sector Commission
- NSW Public Sector Commission
- NSW Department of Family and Community Services

ANZSOG REPORT 2013 *Celebrating 10 YEARS*

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