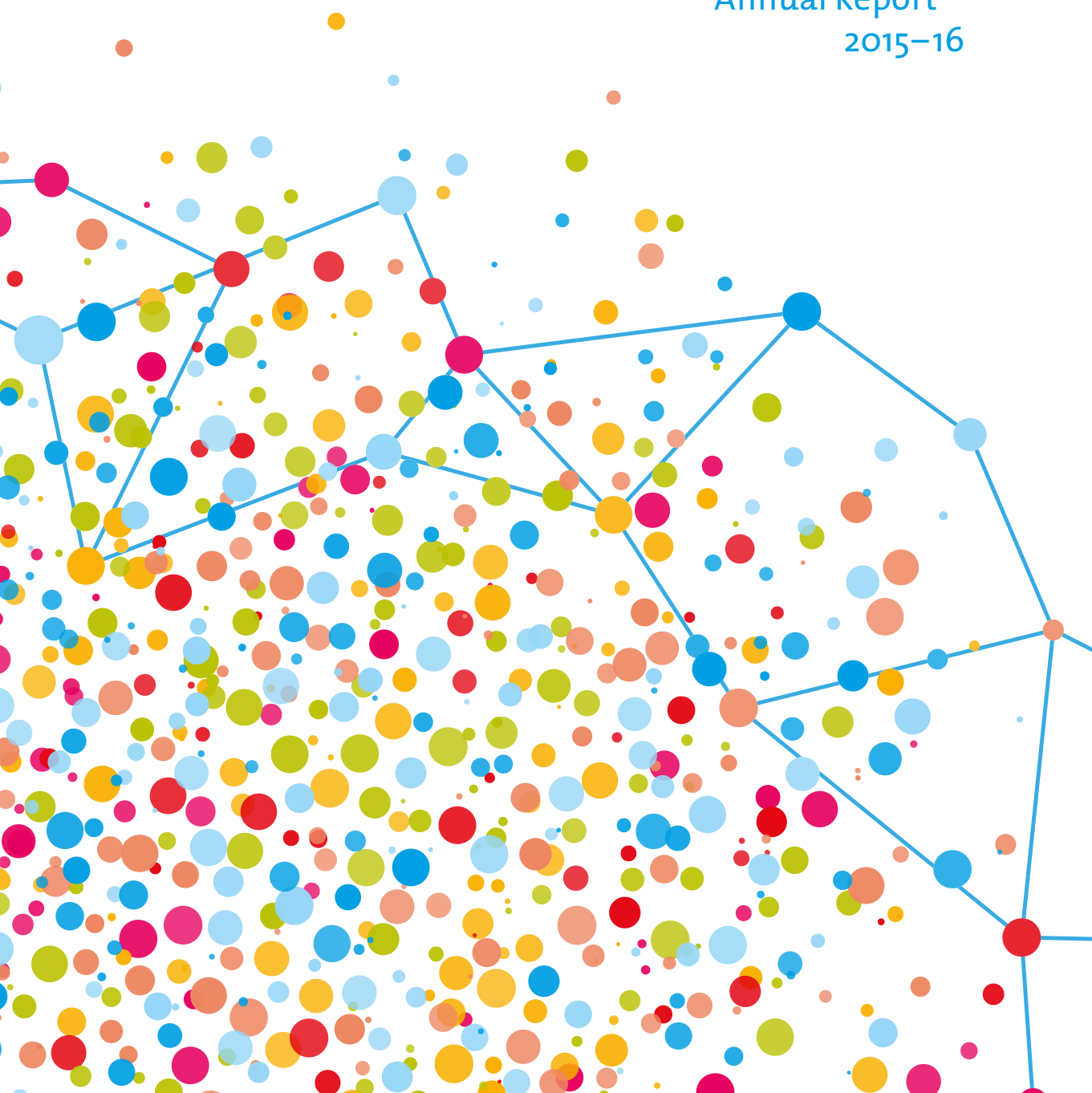




the Australia and New Zealand
School of Government

Annual Report
2015–16



About ANZSOG

The Australia and New Zealand School of Government (ANZSOG) is recognised globally as a leading provider of executive-level education for the public sector. ANZSOG was created by government for government, with the active collaboration of its partner universities.

ANZSOG Delivers:

- ▶ Postgraduate education incorporating the core disciplines that inform effective public administration.
- ▶ Executive education led by distinguished academics from the world's leading education providers and senior officials from among ANZSOG's ten member governments.
- ▶ Safe places for high performing senior practitioners to discuss and draw practical learnings from theory, research and case studies, to inform policy debates and service delivery reform.
- ▶ Supportive environments for senior practitioners across Australia and New Zealand to learn from one another and build lasting professional networks, benefiting governments, communities and citizens.

At the core of ANZSOG's ethos is a deep and genuine commitment to good public administration, reflecting the aspirations of and our close relationship to our government owners.



Contents

- 02** **Welcome**
- 02 Dean's Foreword
- 03** **Our Organisation**
- 03 Our Values
- 04 Governance: Board
- 05 Governance: Members
- 06 What We Deliver
- 10** **Collaboration, Innovation and Impact**
A Summary of Some of the Highlights of 2015–16
- 10 Responding to Governments' Needs
- 14 A Global Perspective
- 18 Other Innovative Collaborations
- 20 Government-relevant Research
- 23** **Financials in Brief**
- 24** **Looking Forward**
Snapshot of Some Key Priorities for 2016–17

Welcome

Dean's Foreword

ANZSOG has had another busy and eventful year, with strong program participation and a range of initiatives underway that augur well for the future. Many of these are outlined in this annual report. I would like to briefly summarise some highlights under four themes: regeneration, innovation, collaboration and impact.

On the first of these, ANZSOG made a number of senior personnel changes during the year. These included the appointment of new managers for our executive education, international programs and communications teams, each of whom has extensive experience across sectors. Their value-add has already been demonstrated by positive developments in each of these areas, with more on the way. On the academic side, a notable initiative during the year was the replacement of the Deputy Dean role by that of Associate Dean (Academic), a move designed to strengthen ANZSOG's engagement with some 60 faculty members and 15 university partners. I was very pleased with the high calibre of applicants and ultimate appointment of Dr Catherine Althaus to this key leadership role.


A further important addition to our faculty this year came in conjunction with an important innovation in our offerings. Professors Patricia Rogers and Greet Peersman have joined ANZSOG from RMIT University to combine with Dr George Argyros in establishing ANZSOG's new 'Evaluation Hub'. The Hub brings critical mass in evaluation expertise and resourcing to ANZSOG that will enable us to increase our support to member governments in an area that is crucial to good policy but typically not performed well. A second example under the innovation heading is ANZSOG's new pilot program for executive education workshops, which harnesses our talented EMPA alumni in assessing proposed new offerings. This has proven a 'win-win' arrangement – affording alumni access to cutting edge learnings at no direct financial cost, while helping us assure ourselves about the utility of new workshops.

Another significant development involved a step up in international institutional collaboration. ANZSOG has partnered with the Lee Kuan Yew School to offer a Singapore delivery of the EMPA 'policies and programs' subject, with an equivalent initiative in train for the Asian Engagement Module of the Executive Fellows Program. This new partnership not only gives program participants access to leading academics at LKYS, but also enables them to gain at first hand insights into the Singapore 'Success Story' and areas of potential relevance to Australia. Those EMPA students who took part in the first offering rated the experience highly in both respects.

A further new international collaboration during the year centred on the ongoing challenge of securing 'better regulation', with ANZSOG partnering with the OECD in a seminar in Sydney which attracted delegates from 18 countries. Our collaboration with the Victorian Government and IPAA (Vic) in the Regulators Community of Practice had another successful year with a visit from esteemed regulatory scholar Professor Cary Coglianese of the University of Pennsylvania.

When it comes to impact, ANZSOG has been working hard at both the front and back ends of its programs to ensure their relevance and quality. This has brought significant improvements in the range and nature of offerings in areas like our executive education workshops and the larger scale applied learning seminars. There have also been more courses tailored to the expressed needs of specific jurisdictions and departments. Feedback from program participants continues to be closely monitored as a key source of information about impact. In addition, ANZSOG has conducted surveys 'after the event' to gauge perceptions about the value added by our programs back in home departments. Greater efforts have also been made to prioritise research to meet identified gaps, and to improve dissemination of findings. Several seminars were held this year within our competitive grants program that targeted senior officials with a particular interest in the topics. And, following positive responses, ANZSOG has been more active in hosting roundtable policy discussion forums where senior officials, non-government organisations and academic experts can speak freely about sensitive policy issues and explore options.

ANZSOG's contribution in these and other areas depends above all on our people and how well we work together. I have been particularly pleased at initiatives this year to enhance our 'internal' performance that were led by staff themselves, including a statement of 'values and behaviours' and a new performance framework. I thank staff, faculty and the ANZSOG board for their efforts, commitment and support.



Professor Gary Banks AO
Chief Executive and Dean

Our Organisation

Our Values

This year ANZSOG's staff developed an agreed values and behaviours statement. This statement reflects how we see ourselves within our organisation and how we empower ourselves and others to embody our values.

Excellence

- ▶ We set and pursue high standards and strive to exceed expectations
- ▶ We support our people with the resources, training and information they need to be successful in their roles
- ▶ We recognise mistakes happen and we treat them as opportunities to learn and improve

Respect

- ▶ We treat others and expect to be treated with professionalism, courtesy and kindness
- ▶ We provide constructive feedback directly to the people involved wherever possible
- ▶ We recognise and value the capabilities and contributions of others
- ▶ We build others up, not put them down

Trust

- ▶ We behave in a way that is deserving of others' trust
- ▶ We assume the best of others
- ▶ We communicate our intentions clearly and honestly
- ▶ We strive to address issues directly, promptly and with humility

Collaboration

- ▶ We actively share information and ideas, and seek to be as inclusive as possible
- ▶ We seek opportunities to use our skills and capabilities in working together and with others
- ▶ We seek to draw on the diversity of people, skills and voices from across the organisation to enhance results

Equity

- ▶ We create a safe environment where offering ideas is valued and concerns are heard
- ▶ We apply our policies and practices consistently, fairly and transparently

Integrity

- ▶ We behave ethically and honestly in all of our activities
- ▶ We take responsibility for our performance and behaviour
- ▶ We maintain appropriate confidentiality and act with discretion
- ▶ We have the courage to uphold what is right



Our Organisation

Governance: Board

The ANZSOG Board of Directors is as follows:

Mr Finn Pratt AO PSM (Board Chair),
Secretary, Department of Social Services

Professor Gary Banks AO,
Chief Executive and Dean, ANZSOG

Mr Blair Comley PSM,
Secretary, NSW Department of Premier and Cabinet

Mr Chris Eccles,
Secretary, Victoria Department of Premier and Cabinet

Professor Margaret Gardner AO,
President and Vice-Chancellor, Monash University

Mr Peter Hughes CNZM,
State Services Commissioner, New Zealand

Dr Girol Karacaoglu,
Head of School, School of Government,
Victoria University of Wellington

Ms Robyn Kruk AM,
Independent Director

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

Dame Karen Sewell, DNZM QSO,
Independent Director

Mr Robert Setter,
Chief Executive, Public Service Commission,
Queensland

Mr Peter MacKay,
Deputy Commissioner, Public Service Commission,
Queensland (Alternate Director)



Governance: Members

ANZSOG's most distinctive feature is the collaboration between its academic and government partners. We would like to thank our member governments and universities for their continued help and support.

Member Governments



Member Universities



Our Organisation

What We Deliver

Developing strategic leadership skills in public sector managers requires a different educational framework to those applying to private sector managers. While business schools teach how to create 'shareholder value', ANZSOG's mission is to help public sector managers learn how to create 'public value'.

In the July 2015 – June 2016 period, ANZSOG delivered programs, courses and events to over 9000 people.

Executive Master of Public Administration (EMPA)

The EMPA is a two-year 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. This accredited program is delivered to highly committed public sector managers from across Australian and New Zealand governments.

Deliveries July 2015 – June 2016:

EMPA 2014 cohort – 1 subject
EMPA 2015 cohort – 5 subjects
EMPA 2016 cohort – 4 subjects

The EMPA brought a really good theoretical and academic perspective but it also had such a practical application; every subject that you did you were asked to think about how to apply the frameworks and the theories to the work that you were doing at the time.

Katherine Whetton, Acting Deputy Secretary, Strategy and Performance Group, Department of Education and Training, Victoria

Executive Fellows Program (EFP)

The EFP is an intensive, three-week residential program for senior public service executives. With an emphasis on enhancing strategic capabilities, the EFP focuses on leadership, relationship and management skills required to effectively lead in an increasingly complex public sector.

Delivery July 2015 – June 2016:
EFP 2015

Towards Strategic Leadership (TSL)

TSL is specifically designed for people moving from an operational role to a strategic leadership role, and for those facing senior executive responsibilities for the first time. At this level, thinking and acting strategically become central.

Deliveries July 2015 – June 2016:

TSL Module 2, 2015
TSL Module 1, 2016





International

The School delivers a suite of customised executive level leadership programs in partnership with foreign governments in the Indo-Pacific region, and consistent with the foreign policy objectives of the governments of Australia and New Zealand. These programs create valuable peer-to-peer networks and institutional linkages, and contribute to ongoing engagement with each country.

Deliveries July 2015 – June 2016:

China Advanced Leadership Program 2015
China Reciprocal Program 2015
India Advanced Leadership Program 2015
Singapore Civil Service College Program 2016

CEOs Forum

The CEOs Forum brings senior government leaders in New Zealand and Australia together to reflect on challenges in their work with the aim of improving practices and performance. The program centres on strategic management techniques and how to apply these in the world of government.

Deliveries July 2015 – June 2016:

CEOs Forum 2015
CEOs Forum 2016

Forums and Roundtables

Further to the CEOs forums, ANZSOG convenes events that focus on developing the relationship of government with the not-for-profit sector, as well as facilitating ongoing leadership dialogues on key issues.

Deliveries July 2015 – June 2016:

2 Not-for-Profit Roundtables
2 Data Forums & 1 Infrastructure Forum

Executive Education

ANZSOG delivers specialised executive workshops designed to meet the practical needs of middle to senior public sector managers across a range of disciplines. Workshops are offered 'open to market' and are available for specific jurisdictions or agencies on request.

Deliveries July 2015 – June 2016:

57 workshops, to a total of over 1500 people

Our Organisation

Applied Learning

Currently operating in New Zealand, Victoria and WA, Applied Learning works in partnership with member governments to provide events that bring challenging and fresh ideas in public policy and public management to wide and diverse audiences of practitioners.

Deliveries July 2015 – June 2016:

31 seminars, to a total of almost 5000 people

Case Program

The Case Program is an internationally acclaimed centre for the promotion of interactive teaching. It hosts one of the world's largest libraries of public policy and management teaching cases with a special focus on current events and issues in Australia, New Zealand and the Pacific.

Publications July 2015 – June 2016:

21 cases

I am more assured and focused when I tackle challenges at work. I have also applied the course learning to help myself, my team and colleagues to manage the ongoing changes to the organisation and the public service.

Liem Ngo, Principal Manager,
Project Coordination and Government
Liaison, Transport for NSW





Research

ANZSOG research draws on its network of scholars and practitioners in Australia, New Zealand and overseas to address issues of importance to member governments in the areas of public administration, policy development and management.

Seminars July 2015 – June 2016:

2 seminars

Publications July 2015 – June 2016:

4 issues of Evidence Base journal

Research Grants July 2015 – June 2016:

5 grants awarded

Evaluation Hub

The Evaluation Hub is a centre of expertise and best practice. With a focus on evaluation, evidence and policy analysis, it provides teaching, advice and, research and resources to meet governments' needs.

ANZSOG Annual Conference

ANZSOG's annual conference assembles a cast of world-leading thinkers and practitioners to engage on current issues, and delve into causes and solutions. Speakers consider the risks and challenges facing government, and the state of play with other jurisdictions.

Delivery July 2015 – June 2016:

Transparency and Engagement in the Digital Age

*2016 ANZSOG Annual Conference:
Hyper-Government: Managing and Thriving in
Turbulent Times*

Alumni

ANZSOG continues to foster a dynamic Alumni Program that sustains professional networks and learning. Our alumni community is comprised of those who have completed the following programs:

- ▶ Executive Master of Public Administration
- ▶ Executive Fellows Program
- ▶ Towards Strategic Leadership
- ▶ CEOs Forum
- ▶ Excellence in Local Government Leadership Program
- ▶ China Advanced Leadership Program
- ▶ China Reciprocal Program
- ▶ India Advanced Leadership Program
- ▶ Singapore Civil Service College Program
- ▶ Australia-Indonesia Leadership and Management Program
- ▶ Pacific Executive Program

July 2015 – June 2016:

Our alumni community grew by 301 people to total 3463, across 22 countries.


Deliveries July 2015 – June 2016:

38 alumni events

Executive Master of Public Administration Refresher
Executive Fellows Program Refresher

Collaboration, Innovation and Impact

A Summary of Some of the Highlights 2015–16



I am a huge supporter of the EFP. Over the years I have seen enormous benefits flow to both individuals and their Departments from this opportunity – greater engagement, better understanding and capability to lead in an evolving public sector, improved organisational performance and increased support for the development of the next generation of leaders. The value of this investment is significant.

Mary McDonald, Group Manager,
Evidence and Assessment Group,
Department of Education and Training,
Commonwealth

Responding to Governments' Needs

Customising for Departments

ANZSOG is working with governments to deliver customised programs to meet the evolving needs of public sector employees.

Over the past 12 months, ANZSOG has worked closely with the Australian Department of Prime Minister and Cabinet to deliver workshops designed to increase employees' skills in key areas.

More than 100 people took part in five two-day workshops hosted by the department, which introduced new ideas and concepts delivered by world-class subject leaders. The department also invited other agencies to participate. As well as sharing the benefits, this gave participants an opportunity to network across departments.

Dr George Argyrous, Senior Lecturer, Evidence-Based Policy Making, University of New South Wales and ANZSOG, and Dr Zina O'Leary, Senior Lecturer

and Workplace Integrated Learning Coordinator, The University of Sydney Business School, delivered two workshops on Evidence for Decision-Making. The department also worked with visiting academics including the Director of the Innovation Unit, a UK not-for-profit social enterprise, David Albury, on Delivering Better Outcomes and Professor Paul 't Hart, professor of public administration and Associate Dean Utrecht University and Netherlands School of Government, on Coping with a Changing Authorising Environment.

In line with the department's objectives, another key focus was to encourage women to become leaders in their communities and chosen careers.

Christine Nixon, former Chief Commissioner of Victoria Police and an ANZSOG Distinguished Fellow, led a Women in Leadership workshop, which gave participants an opportunity to share their challenges and support to help achieve their goals.

Advancing Leadership in the Northern Territory

ANZSOG has collaborated with the Northern Territory Government to deliver two iterations of Advancing Leadership. This customised leadership development program for aspiring public sector leaders is led by Paul Porteous, Director of Leadership Development and International Programs, Institute for Governance and Policy Analysis, University of Canberra.

The eight-day program includes two modules and focuses on enhancing the adaptive leadership capabilities of public managers and their ability to exercise leadership when facing complex problems. It goes beyond processes to build an in-depth understanding about the nature of effective leadership during periods of change.

Delivering Results in Queensland

ANZSOG has run a range of programs in Queensland this year, including new in-house offerings for the Public Service Commission and the Department of Premier and Cabinet.

ANZSOG ran several Policy and Program Skills workshops for the Department of the Premier and Cabinet. This year we tailored the Policy and Program Skills content to meet the needs of graduate employees, adding a fresh dimension to the department's whole-of-government graduate program.

Our Queensland workshops also included a number of new presenters with Professor Marie Wilson, Pro Vice Chancellor, Business and Law at University of South Australia, participating in a workshop series, Organisational Capacity Through Strategic Human Resources, designed for human resources staff.

Christine Nixon, former Chief Commissioner of Victoria Police, presented new content in her Leading Successful Change for Public Value workshop. Employees were introduced to Adjunct Professor Noel Turnbull, School of Media and Communications, RMIT University, who explored the topic of Strategic Communication for Engagement. Professor Michael Macaulay, Director of the Institute for Governance and Policy Studies at the School of Government, Victoria University of Wellington, presented two one-day sessions on Leading and Sustaining Integrity in Organisations. Dr Zina O'Leary, Senior Lecturer and Workplace Integrated Learning Coordinator,



The University of Sydney Business School, convened two presentations of Delivering the Message: Communicating Change.

Advancing Leadership in South Australia

ANZSOG has been working with the South Australian Office of the Public Sector to increase engagement and capability development within the South Australian public sector. Working together, we have now delivered seven workshops covering a range of subjects to more than 200 participants. Local and international workshop leaders delivered seminars to larger audiences, providing a snapshot of concepts and ideas, while chief executives have drawn benefits from roundtable discussions and the invaluable advice of world-class presenters.

Expert presenters have included Professor Mark Moore, Hauser Professor of Nonprofit Organizations, at the Harvard Kennedy School of Government, on public value; Dr George Argyrous, Senior Lecturer, Evidence-Based Policy Making, University of New South Wales and ANZSOG, on evidence and evaluation for the public sector; Paul Porteous, Director of Leadership Development and International Programs, Institute for Governance and Policy Analysis, University of Canberra, on public sector leadership; and Christine Nixon on women in leadership. Christine Nixon APM, former Chief Commissioner of Victoria Police also participated in the Women in Leadership Summit, which attracted more than 300 participants to a one-day event at Adelaide Oval.

Collaboration, Innovation and Impact

A Summary of Some of the Highlights 2015–16

Applied Learning Seminars in Western Australia

ANZSOG has renewed its three-year partnership with the Western Australian Public Sector Commission to run a series of leadership seminars, capitalising on the strength of the existing program while introducing new and timely dimensions.

This year the speakers, topics and formats were chosen in close collaboration with the Public Sector Commission to maximise value and deepen participants' learning experience.

High-profile ANZSOG presenters at the seminars included David Albury, Director of the Innovation Unit, a UK not-for-profit social enterprise, on innovation in times of austerity; Professor Gary Sturgess, Premier's ANZSOG Chair in Public Service Delivery at the University of New South Wales, on commissioning and contestability; and Emeritus Professor Arie Freiberg, Emeritus Professor at Monash University, on policy transfer. All drew large audiences.

Western Australia makes the best use of available talent by ensuring visiting speakers routinely address middle-level managers, run interactive workshops for the senior executive service and engage in confidential discussions with the commissioner and chief executives.

This year's seminars also introduced some stellar new speakers and fresh, contemporary topics. Dr Liam Smith of Monash University's BehaviourWorks built on the huge level of interest across Australasia in using behavioural insights to improve policy and program outcomes. Dr Adrian Kuah, from the Lee Kuan Yew School of Public Policy in Singapore, held the audience spellbound as he explained why and how storytelling is as integral to the work of governing as rational, analytical long-term planning.

Other highlights from the year include:

- ▶ Organising specialist roundtable meetings for visitors, including with Treasury for Gary Sturgess; regulation policy makers for Arie Freiberg; and South Metro Health Service for Liam Smith.
- ▶ Inviting a senior practitioner and ANZSOG alumna to be a second speaker/local commentator.

- ▶ Restructuring the evaluation of seminars to provide space for participants to list the most important ideas they were taking back to their workplace. The high proportion of respondents who answered this question and the quality of the responses confirmed its value.

A Fresh Look at the Juvenile Justice System in Victoria

ANZSOG has worked with a range of government agencies, not-for-profit organisations and support services to address complex issues in the juvenile justice system in Victoria.

In September 2016, ANZSOG invited key stakeholders from Victoria's juvenile justice system – including representatives from the Department of Health and Human Services, Victoria Police, RMIT's Centre for Innovative Justice, Youth Parole Board, Commission for Children and Young People, and Parkville College – to join participants in the Towards Strategic Leadership program in conducting a live case study. The case study is a challenging learning experience designed to shift thinking from theoretical to an applied examination of real and complex policy issues.

For the purpose of the exercise, participants engaged directly with those working in juvenile justice to better investigate how the system responds to the challenges it faces.

They experienced first-hand the passion, purpose and innovation of stakeholders across the agencies and support services, who exercise strategic leadership to improve outcomes for youth.

Participants analysed their findings and prepared presentations for their peers and live case study contributors. This provided stakeholders with an opportunity to gain a fresh perspective from the participants, who highlighted the innovations and shared what they saw as barriers restricting progress.



I found the case study to be a useful way to put strategies into practice and work more closely with colleagues. I particularly benefitted from the opportunity to enhance my change management capabilities, and to focus on my personal resilience.

Jan Hyde, Deputy Commissioner (Acting), Department of Veterans' Affairs, South Australia

Collaboration, Innovation and Impact

A Summary of Some of the Highlights 2015–16

A Global Perspective

Program deliveries at the Lee Kuan Yew School of Public Policy in Singapore.

ANZSOG has formed a partnership with the Lee Kuan Yew School of Public Policy at the National University of Singapore. The Lee Kuan Yew School is dedicated to raising standards of governance, improving the lives of people in the region and, ultimately, contributing to the transformation of Asia.

Under our partnership, ANZSOG is delivering modules of two of its core programs in Singapore, to help public sector leaders develop a global perspective and expand the learning opportunities for students.

This included a study week at Lee Kuan Yew School for 32 students in the Executive Master of Public Administration, followed by an immersive experience in Singapore for the Executive Fellows Program cohort.

Throughout a week in July, students had an opportunity to learn from influential Lee Kuan Yew School academics and Singaporean-based practitioners working at the cutting edge of contemporary public policy development.

This was a strong start to the ANZSOG and Lee Kuan Yew School partnership and a valuable experience for participants to take back to their Australian workplaces.

For the Executive Fellows Program in November 2016, ANZSOG and the Lee Kuan Yew School have developed five immersive learning modules, which allow participants to explore key elements of the Singapore system of government directly with practitioners. The modules support sessions delivered at the school by academics such as Associate Professor Kenneth Paul Tan, and visiting Harvard academic Professor Dutch Leonard.

The intellectual rigour and access to senior practitioners students receive at the Lee Kuan Yew School have added real value and given participants an insight into leading public sector performance and successful engagement in the Asia-Pacific region.





Partnering on China with National Governments

Twenty-seven high-level Chinese officials took part in ANZSOG's China Advanced Leadership Program this year.

Developed in partnership with the Australian Department of Foreign Affairs and Trade and the New Zealand Ministry of Foreign Affairs and Trade, the program deepens awareness among senior officials of the economic, political, social and cultural climate in each country.

The 17-day program spanned Canberra, Sydney, Wellington, Auckland and Melbourne. Senior Chinese officials from the central and provincial governments heard presentations from former politicians, public policy practitioners and academics on issues of interest to the nations. The delegation was led by three vice minister-level officials, and included mayors, party secretaries and directors general.

The group met with senior federal and state politicians, including Australian Prime Minister Malcolm Turnbull, New Zealand Prime Minister John Key, New South Wales Premier Mike Baird and Victorian Premier Daniel Andrews, and leading academics and senior practitioners from the public and private sectors.

A unique collaboration between ANZSOG and the Organization Department of the Central Committee of the Communist Party of China, the annual program is one of the international programs ANZSOG delivers in partnership with the Commonwealth and New Zealand Governments.



The annual China Reciprocal Program is the first and only initiative of its kind initiated by the Chinese Government. This year 24 senior Australian and New Zealand officials took part in the China Reciprocal Program, visiting China to learn about policy, economic and social issues impacting the nation.

The program targets secretary and deputy secretary level officers (or equivalent) of ANZSOG's member governments. It provides an opportunity for the frank exchange of information and ideas and exposes participants to the challenges facing the Government of China and how it manages them. Participants gain a deeper knowledge of how to engage and do business in China.

It also is an opportunity for participants to make high-level, cross-jurisdictional connections.

Collaboration, Innovation and Impact

A Summary of Some of the Highlights 2015–16

States Strengthen Dialogue with India

ANZSOG is working with senior government officials from Victoria, NSW and India to help develop a deeper understanding of the systems in each jurisdiction as they continue to strengthen economic ties.

This year, 21 senior Indian government officials took part in the India Advanced Leadership Program, run by ANZSOG in partnership with the Indian Ministry of Personnel, Public Grievances and Pensions, and with support from the Victorian and NSW governments. Participants included the Secretary of the Department of Industrial Policy and Promotion and the Secretary of the Ministry of Urban Development, and other secretary and joint secretary level officials.

Developed by Professor Gary Banks, Chief Executive and Dean of ANZSOG, and Dr Jeff Harmer, Former Commonwealth Secretary, the India Advanced Leadership Program, focuses on leadership and strategic policy. The Chief Executive of the New Zealand Department of Prime Minister and Cabinet, Andrew Kibblewhite, and the Secretary of the Victorian Department of Economic Development, Jobs, Transport and Resources, Richard Bolt, presented on building policy capability; the Chief Executive of the New Zealand Ministry for Pacific Peoples, Pauline Winter, presented on leading culturally diverse communities and former Chief Commissioner of Victoria Police, Christine Nixon, presented on leading organisational change.

Victoria also hosted an inaugural peer-to-peer exchange as part of the program, with Indian delegates matched with counterparts from several government departments.

Participants included executive directors, deputy secretaries and directors from the Department of Premier and Cabinet, Department of Economic Development, Jobs, Transport and Resources, Department of Environment, Land, Water and Planning, Department of Education and Training and the Department of Justice and Regulation.

The exchange enabled participants to discuss common issues and challenges, as well as comparing approaches to the design and implementation of key policy reforms.

Towards OECD ‘Better Regulation’

E-government Estonia-style. Stewardship New Zealand-style. Innovation hubs. Journey mapping. ‘Nudge’. Regulatory ‘holidays’ and ‘sandboxes’. Professionalising regulators. And moving from ‘deregulation’ to ‘better regulation’.

These and other thought-provoking ideas peppered the presentations at ANZSOG’s Towards Better Regulation international seminar in Sydney in June. Attended by around 80 officials from 18 countries and the European Union, the day provided a rich array of innovations and insights from around the world. It proved a perfect introduction to the Organisation for Economic Co-operation and Development (OECD) conference and a workshop devoted to measuring regulatory performance, hosted by the Australian and NSW governments.

Although some old challenges remain (redundant and unproductive regulation, barriers to new business, political leadership pressured by short electoral cycles) and new ones are emerging (disruptive technologies posing risks and yielding benefits to consumers and citizens), the focus was strongly on innovation and creatively adapting to circumstances. Speakers interpreted ‘better regulation’ in the broadest sense, using a diverse toolbox of rules, institutions and enforcement methods to create better outcomes for societies.

As chair of the seminar, Professor Gary Banks wore both his OECD and ANZSOG hats. He noted the commitment of both organisations to “better policies for better lives” and stressed the importance of cross-jurisdictional learning in this critical and evolving area of public management.

Key themes included:

- ▶ The importance of basing regulation on close understanding of the lived experience of citizens and businesses, requiring commitment to frequent and authentic engagement.
- ▶ It is not simply that government should be focusing on agile regulation that supports continuous innovation, but that it needs to deploy digital services in transparent and trustworthy ways.
- ▶ Fit-for-purpose regulation is central to good government, but requires both political leadership and the valuing of regulation as a profession of high skill and significant social value.



EFP has a strong reputation among senior public sector leaders — and deservedly so. ANZSOG refines the EFP each year to take account of topical issues, and keeps the focus on assisting government agencies to strengthen their leadership capability. The structure of the program — and its emphasis on immersive, experiential learning among a senior cohort, and its three-week sabbatical format — is a unique and effective way of achieving that goal.

Nicholas Sellars, Executive Director,
Australian Commission for
Law Enforcement Integrity

Collaboration, Innovation and Impact

A Summary of Some of the Highlights 2015–16

Other Innovative Collaborations

Not-for-profits and Government: Pathways to Better Collaboration

ANZSOG is broadening its outreach to assist the not-for-profit sector to engage and collaborate with government in innovative ways.

ANZSOG has convened roundtable meetings with senior leaders from both sectors to seek views and concerns, learn about possible roadblocks to cooperation and listen to ideas about how we can help.

In March and June, ANZSOG hosted two roundtable meetings with leaders from academia, the not-for-profit sector and the public sector. Facilitated by independent advisor and consultant Martin Stewart-Weeks, the meetings sparked debate, reflection and a continuing agenda focused on understanding the shifts we are experiencing in the work of the 'public purpose' sector.


Research projects, partly funded by ANZSOG and Curtin University, have emerged from the discussions and will share learnings from case studies of collaborative partnerships.

ANZSOG also organised a conference on 'Cross-sector working on complex problems' with Dr John Butcher, ANU visitor with the Australia and New Zealand School of Government based within the School of Politics and International Relations, and Professor David Gilchrist, Director of Not-for-profit Initiative, School of Accounting, Curtin Business School, Curtin University. The conference, which resulted in the publication of *The Three Sector Solution*, brought together leaders from government, the not-for-profit sector and academia, who heard presentations by the Chancellor the University of Western Sydney, Professor Peter Shergold; Save the Children Australia Chief Executive Officer Paul Ronalds; and the Director of the Human Capital Project, Cassandra Wilkinson.

In May and June, ANZSOG hosted Professor John Bryson and Professor Barbara Crosby, from the University of Minnesota, who delivered a master-class for not-for-profit leaders on strategies to bring about effective collaboration with government. They also delivered a seminar to senior officials in the Victorian Government.

ANZSOG has reached an agreement with the National Disability Insurance Agency (NDIA) to design and deliver a two-day executive workshop dealing with public value and strategy. The program will be delivered in early 2017 with Professor Mark Moore from Harvard University's Kennedy School as faculty chair. The workshop will assist the NDIA to map and measure the public value they are creating in partnership with the disability sector.

ANZSOG also has created a scholarship to assist not-for-profit executives into our Executive Fellows Program and Executive Master of Public Administration. Executives who are accepted will receive a scholarship covering half the tuition fees for these programs. An endowment fund is being planned to support future not-for-profit candidates.



They are a group of articulate, intelligent, passionate people who have outrageously interesting jobs across governments. The Masters program is an outstanding offering. I couldn't recommend it more highly.

Natasha Ryan, Assistant Secretary,
Medical Specialist Services,
Commonwealth Department
of Health



Research Collaboration (NZ)

ANZSOG is supporting the development of an online collection of research and materials in New Zealand, with topics focused on governance and policy, in partnership with Victoria University of Wellington's School of Government.

Policy Online (apo.org.au), a not-for-profit, open-access digital library, is hosting the collection to enable researchers, policy makers and practitioners to discover, share and manage public knowledge resources.

The first such collection with a focus on New Zealand, it includes policy research, commentary, audio, video, websites and other content related to New Zealand and/or published by New Zealand authors and organisations. It provides a dedicated collection portal for content of particular benefit to New Zealand policy makers and researchers, while raising the profile of New Zealand content to a wider audience.

The collection contains over 1,100 items, which have been viewed more than 1.5 million times since 2010. Over one third of the collection has been added in the past two years.

The Head of the School of Government, Victoria University of Wellington, Professor Brad Jackson, said important public policy research and practice was conducted in New Zealand and New Zealand Policy Online enabled the work to be disseminated more effectively to policy professionals and scholars.

Changing Outlooks (NSW)

A discussion over dinner between two Executive Master of Public Administration (EMPA) students has led to a major joint initiative between two government agencies in NSW.

2015 students Rod Chenhall from Corrective Services NSW and Graham Bradshaw from Transport for NSW met during their first week of the EMPA course and quickly found an opportunity for collaboration.

The Changing Outlooks initiative they developed began in April 2015 as a 12-month pilot to enable low-risk offenders on community work orders to voluntarily contribute tangible, cost-effective improvements to their local communities and environment.

The program was designed to maximise public value, increase the customer's sense of safety and bring unfunded improvements to transport hubs by using NSW community-service offenders to improve transport assets through landscaping, vegetation removal and maintenance.

Since April 2015, participants have delivered 7,255 hours of work worth about \$800,000, at a cost of \$80,000. Work has concentrated on litter, vegetation and graffiti removal and general housekeeping.

Rod and Graham said the idea of the program arose during their participation in the EMPA and was developed using learnings from subjects such as Delivering Public Value and Decision-Making Under Uncertainty.

Completing the EMPA also gave them an ability to think more strategically. It encouraged them to focus not only on policy but also on service delivery, and taught them the benefit of gathering evidence to show improvement and value. They drew on the ideas of ANZSOG academics and fellow EMPA students.

The pilot proved very successful, and in March 2016, the agencies agreed to establish a permanent, statewide program, sponsored by the minister. Changing Outlooks will be expanded to dozens of sites, including country towns and regional areas. It will expand to cover all transport modes, including heavy rail, light rail, roads, maritime and buses.

Collaboration, Innovation and Impact

A Summary of Some of the Highlights 2015–16

Government-relevant Research

Research Translation Seminar: International Policy Transfer

Dr Chris Walker, Head of the School of Social Sciences, University of New South Wales, presented his research into international policy transfer at an ANZSOG research translation seminar in June. The seminars are designed to increase the dissemination of research findings, and enhance the impact and relevance of research for policy and regulatory practice, by sharing research with those in government who will most benefit.

This workshop brought together senior practitioners from transport agencies, including the National Transport Commission, the NSW Roads and Maritime Authority and Transport Certification Australia, to examine contemporary policy and regulatory issues in road transport compliance, and how Australian innovation is being trialled and implemented in Sweden.

Chris and his research Assistant, Alexandra Moulis, received funding from ANZSOG's competitive grants program to study the transfer of the Intelligent Access Program, which uses telematics to track truck use and improve compliance and road access, to Sweden. Their research has a particular focus on how this policy transfer trial contributes to improving our practice in the field: what does the Swedish model deliver for agencies here?

The practitioner audience particularly appreciated the interactive nature of the seminar, with Chris drawing on expertise in the room.

As a result of his research, Chris was invited by the Netherlands Ministry of Infrastructure and Environment to speak to thirty-five European policy makers and regulators at an industry roundtable. This workshop involved the planning and development for the next twenty-five years in transport.

ANZSOG Researchers New Book on Public Budgeting

When tough times require governments to be flexible in applying public funds, can a central finance agency balance that with the control needed to ensure the integrity of the budget process? ANZSOG's Associate Professor in Public Sector Management and Director of the Case Program (ANZSOG/UNSW) Michael Di Francesco and Professor John Alford, Professor of Public Sector Management (ANZSOG/Melbourne Business School), investigate the question in *Balancing Control and Flexibility in Public Budgeting: A New Role for Rule Variability*, a flagship peer-reviewed book published by Palgrave Macmillan. The groundbreaking publication is part of an ANZSOG-funded project by the researchers on flexible budgeting practices in government. The book sets out a two-step approach to balancing control and flexibility.

Design Thinking to the Fore

Policy development is rarely spoken about in design terms, a topic addressed by Professor Michael Mintrom, Professor of Public Sector Management and Academic Director, Executive Master of Public Administration (EMPA) (ANZSOG/Monash University) and Ms Joannah Luetjens, ANZSOG Research Officer, in their latest publication, *Design Thinking in Policymaking Processes*. Michael and Joannah define design thinking as a "problem-solving approach characterised by curiosity and empathy, which seeks to interpret how target populations engage with their world". Too often in the past, policymakers have lost perspective on the challenges that face people in their everyday lives, they said. These challenges rarely fall into neat little packages that can be addressed by one government department alone.

Dr Nina Terrey, Partner ThinkPlace, also discussed the importance of design thinking at ANZSOG's 2016 annual conference, speaking of the approach as embracing uncertainty. While this could be difficult, particularly when people wanted (and expected) an immediate answer, the key was to create space for exploration, she said. Often, policymaking incorporates consultation late in the process, after problem definition has occurred, options have been analysed, and broadly acceptable solutions have been



accepted. Nina encouraged policymakers to invite early consultation: “Because we don’t know, therefore let’s engage.” This approach required leadership and authorisation from the top.

To develop and embed design-thinking skills, Professor Jeanne Liedtka, a professor of management at the Darden Graduate School of Business at the University of Virginia, led a new executive education course, Design Thinking for Problem Solving, in Canberra, and a master-class in Wellington. Jeanne distilled the strategy of design thinking and supported participants to develop a learning mindset to facilitate strategic planning. The practical workshop explored how design processes and capabilities can be better integrated into policymaking processes.

Case Study Wins Award at the Dark Side Competition

ANZSOG’s internationally renowned case program was set up in 2004 to remedy the lack of case studies relevant to our region, and our case library now has the third-largest repository of public sector case studies in the world.

Case teaching focuses on people as decision-makers and enables students to ‘stand in the shoes’ of the manager whose circumstances or dilemma are described in the case, giving practical shape and illustration to concepts.


One of our most in-demand cases – Revealing the ‘Real Julia’: Authenticity and Gender in Australian Political Leadership – has received a finalist commendation in the prestigious Dark Side Case Competition, sponsored by the Critical Management Studies Division of the US Academy of Management. Now in its 15th year, the competition is designed to encourage and acknowledge the development of cases that provoke reflection and debate on the ‘dark side’ of contemporary organisations and economic structures.

ANZSOG congratulates the three case authors, Carin Sundstedt and Todd Bridgman, both of Victoria University of Wellington – one of our member universities – and Janet Tyson, a recently retired ANZSOG case writer and editor. This is the third taste of Dark Side success for Todd, who shared the Best Case Award in 2013 and won the award in his own right in 2009 (for another of his ANZSOG cases, Corporate social responsibility: Mercury Energy and its low-income consumers).

Revealing the ‘Real Julia’: Authenticity and Gender in Australian Political Leadership

As Australia’s first female Prime Minister, authenticity was one way Julia Gillard sought to differentiate herself from Kevin Rudd, the man she had replaced in an uncontested leadership spill in June 2010.

Frustrated that the media focused on superficial aspects, such as her appearance, she sought to bring “the real Julia” to their attention, a ploy that rebounded to her disadvantage during her handling of Australia’s commitments to climate change and the fiery oppositional politics it aroused. This case, is designed to seed critical discussion around the topics of ‘authentic leadership’ and ‘women in leadership’. It also can be used to discuss the extent to which gender contributes to how a leader is perceived, portrayed and judged, and to discuss the role of media in constructing a ‘common sense’ understanding of leadership.



I believe the EMPA was instrumental in opening up opportunities I would never have considered. The learnings enhanced my ability to help shape and influence the direction of change, both within my organisation and in public policy and administration more broadly.

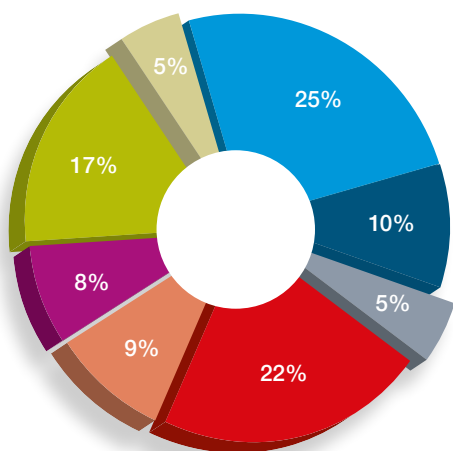
Teena Blewitt, First Assistant Secretary, Commonwealth Department of Finance

Financials in Brief

ANZSOG is incorporated in Australia as a company limited by guarantee. The Australian Taxation Office has endorsed ANZSOG 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.

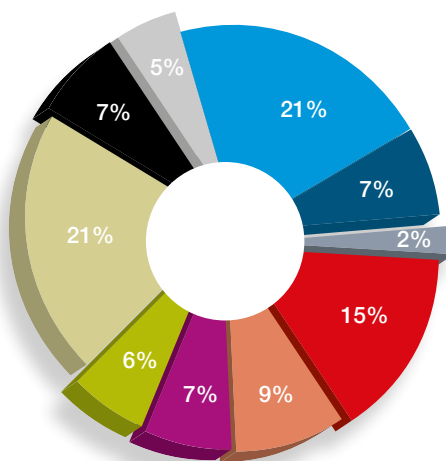
The 2016 financial year proved challenging for ANZSOG with greater pressure being put on revenue and costs. The changes in ANZSOG's operating environment, especially the challenges within member governments and consequential impacts on demand for ANZSOG's programs, have required ANZSOG to work towards establishing a sustainable revenue base and improving efficiency within the organisation, without compromising quality.

Income Sources



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

Expenditure



- Executive Master of Public Administration
- Executive Fellows Program
- Towards Strategic Leadership
- Executive Education
- International Programs
- Research & Case Program
- Others
- Administration, Board and Governance
- Marketing & Business Development

Looking Forward

Snapshot of Some Key Priorities for 2016–17

Directions

- ▶ Strengthen Alumni strategy
- ▶ Evaluate China Advanced Leadership Program
- ▶ Enhance strategic directions for Executive Education
- ▶ Evaluate and review International Strategy

Business Growth

- ▶ Launch Evaluation Hub
- ▶ Expand Ministerial Advisors program
- ▶ Develop India Reciprocal Program
- ▶ Expand not-for-profit forums and scholarships
- ▶ Consolidate Singapore partnerships

Workforce

- ▶ Strengthen internal communications
- ▶ Implement second staff survey
- ▶ Trial new teaching talent

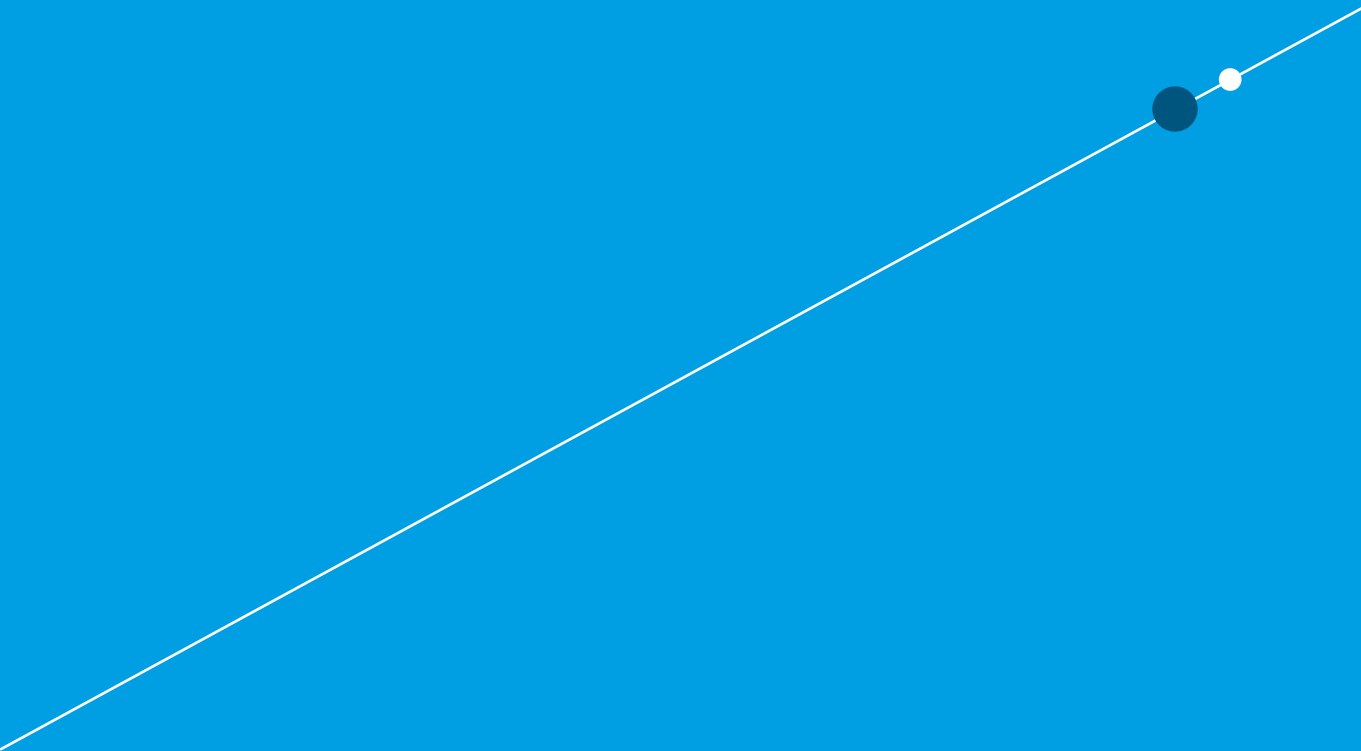
Relationships

- ▶ Develop communities of practice in priority areas
- ▶ Strengthen evidence-based metrics
- ▶ Refine jurisdictional-based engagement strategies
- ▶ Maintain momentum with the delivery of policy forums
- ▶ Continue to involve not-for-profits

Supporting Systems & Processes

- ▶ Implement new learning management system
- ▶ Roll out improved stakeholder management system
- ▶ Launch new website and member portal
- ▶ Commence electronic document management project





Contact us

ANZSOG
Level 4
204 Lygon Street, Carlton
Victoria 3053 Australia

PO Box 230, Carlton South
Victoria 3053 Australia

T +61 3 8344 1990

F +61 3 9650 8785

E anzsog@anzsog.edu.au

anzsog.edu.au

ABN 69 102 908 118

Follow us

