

ANZSOG

# Strengthen your leadership skills

THE EXECUTIVE MASTER  
OF PUBLIC ADMINISTRATION

Australia &  
New Zealand  
School Of  
Government



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*Melbourne Connect building (ANZSOG HQ)  
Photography: Peter Casamento*

Cover:  
Manaia King  
EMPA Class of 2019  
General Manager  
Ministry of Social Development (NZ)

ANZSOG works for our government owners and with our university partners to lift the quality of public sector leadership across Australia and Aotearoa New Zealand. Our work inspires and connects people across agencies, sectors, jurisdictions and nations.

We acknowledge the Aboriginal and Torres Strait Islander peoples as First Peoples of Australia, and Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.



Libby Stratford  
EMPA Class of 2020  
Chief Financial Officer  
UNSW



**“The EMPA’s diverse subjects have helped build confidence in my expertise and enabled me to become more secure in the messages and the policy we’re delivering. I feel much more capable of voicing my opinions and to challenge those who are critical.”**

Dr Bridie O’Donnell  
EMPA Class of 2019  
Executive Director  
Department of Health (VIC)

# Introduction to the EMPA



**ANZSOG's Executive Master of Public Administration (EMPA) degree produces confident, critical thinking public sector leaders with the skills required to manage complex challenges, take the next step in your careers and deliver value to the communities you serve.**

Since 2003, more than 70 EMPA students have gone on to hold roles as CEOs or Secretaries (equivalents) after completing the program.

In a time of volatility, uncertainty, complexity and ambiguity, it's more important than ever for you to understand the forces impacting public administration and public policy, and how you as an ambitious and emerging leader can confidently respond and address these challenges.

The EMPA explores the core principles of public sector leadership, services management and how you might mobilise resources and others to deliver public value. The program is tailored to fit around the lives of busy public servants and makes effective use of blended learning delivery modes. It will help you develop the strategic leadership capabilities you need to contribute at the highest levels of the public sector.

You will also build an invaluable toolkit encompassing public financial and economic management, public policy design and delivery, evidence-based decision-making, delivering public value, change management and more.

The EMPA provides you with an invaluable opportunity to network with like-minded public sector leaders from across Australia and Aotearoa New Zealand, while learning from leading global academics and senior government practitioners.

## THE EMPA AT A GLANCE

- > A two-year part-time postgraduate qualification developed and delivered by ANZSOG exclusively for emerging and ambitious public sector leaders.
- > Delivered in eight intensive blended learning modules and three university elective modules. Each module consists of around 24 hours of instruction and students may dedicate approximately 140 hours of study/assignment work.
- > The EMPA provides a multidisciplinary curriculum integrating theory and practical application tailored to meet the needs of today's public service.
- > Access to practitioner and peer networks for lifelong learning and support
- > Earn a Master's qualification from one of ANZSOG's esteemed university partners.

# EMPA PROGRAM PLAN

- Students must select six of the seven core subjects to complete:  
Four in Y1 + Two in Y2 - or - Three in Y1 + Three in Y2

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## Y1



DELIVERING  
PUBLIC VALUE

Prerequisite subject: Must be completed before commencing other subjects in the program



GOVERNMENT IN A  
MARKET ECONOMY



DESIGNING  
PUBLIC POLICIES AND  
PROGRAMS



DECISION MAKING  
UNDER UNCERTAINTY



MANAGING  
PUBLIC SECTOR  
ORGANISATIONS

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## Y2



GOVERNING BY  
THE RULES



LEADING PUBLIC SECTOR  
CHANGE



PUBLIC FINANCIAL  
MANAGEMENT



WORK BASED PROJECT

Capstone subject: May only be undertaken after completing at least 50% of other ANZSOG core subjects

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## ELECTIVES



ELECTIVE 1



ELECTIVE 2



ELECTIVE 3

FIRST OR SECOND YEAR  
- taken at student's  
enrolled university

# Information for managers and sponsoring agencies

**Owned by and working for the governments of Australia and Aotearoa New Zealand, ANZSOG creates and delivers education programs tailored to meet the needs of public sector leaders who face distinct challenges.**

**Our programs are designed with significant government input, for government, and led by world class academics and leading senior practitioners.**

## Investment

The sponsoring government or agency covers program costs, which includes tuition fees and most meals. Travel and accommodation costs, including those for ANZSOG delivered residential subjects, are not covered by the program fee. For more information on program fees, see the [EMPA FAQ page](#).

## Shared Learning

Students will have opportunities to apply new knowledge and insights to their workplaces and are encouraged to share their knowledge with others. We encourage sponsoring managers to facilitate such opportunities for students to 'give back' and add further value as a result of their studies.

## Who should I nominate?

Nominate a person with management experience and at least five years of relevant work experience. Applicants should be recognised as high potential future leaders, exhibiting a strong commitment to public service. Applicants should meet the master's degree entry requirements of conferring universities, which typically require previous completion of an undergraduate degree. Applicants without an undergraduate degree can consider our Monash Pathways program. We encourage you to nominate Māori and Aboriginal and Torres Strait Islander peoples, people with disability and those from culturally and linguistically diverse backgrounds.

## First Nations Public Administration Scholarship

ANZSOG offered a scholarship in early 2021 to assist the development of an Indigenous leader working in the public sector in Australia and Aotearoa New Zealand. The scholarship, worth \$21,000 to \$50,960 AUD, was to be used exclusively for an ANZSOG foundation program, either the Executive Master of Public Administration (EMPA), the Executive Fellows Program (EFP) or Towards Strategic Leadership (TSL).

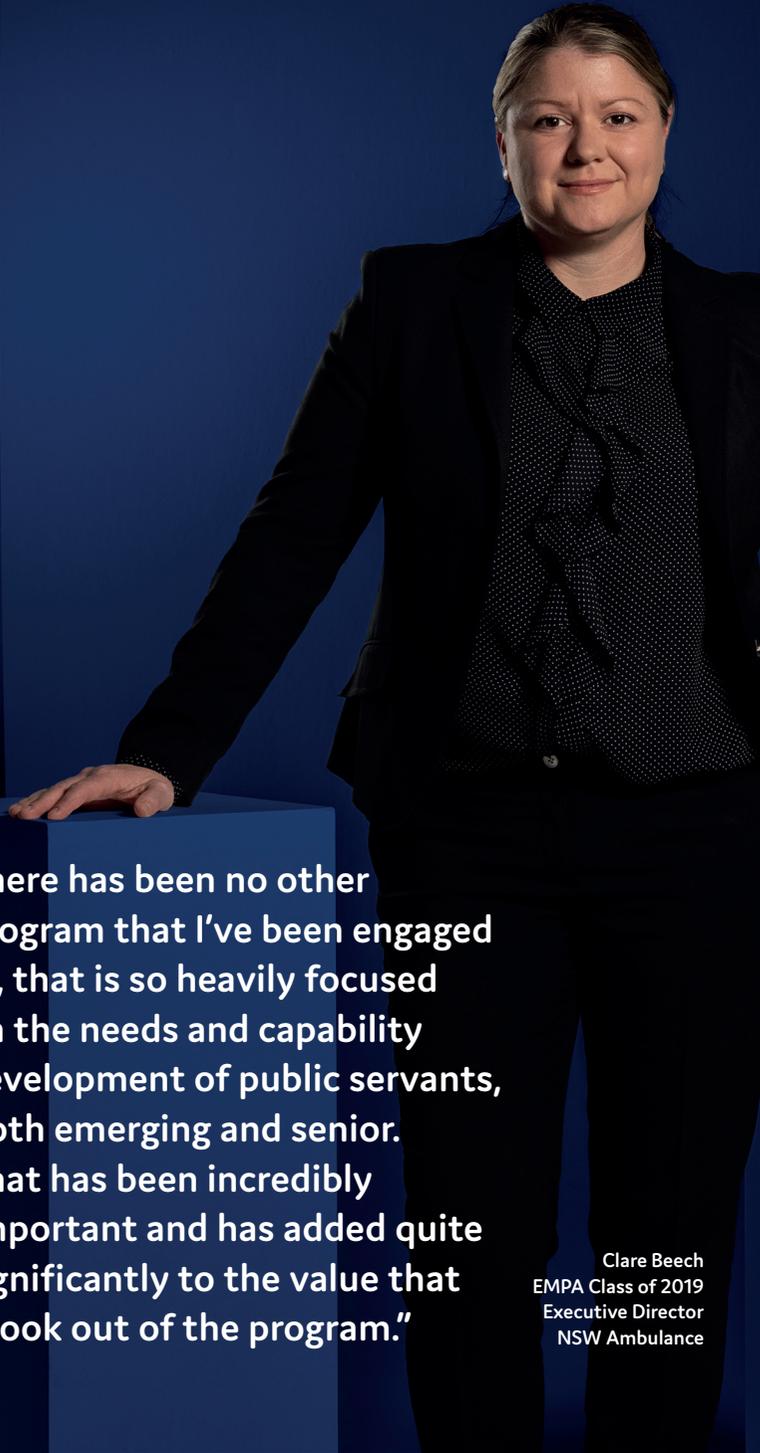
The inaugural 2021 Scholarship was awarded to Palawa woman Brenda McDermott, currently working in the Victorian public service. Brenda commenced the EMPA in 2022.

Due to the ongoing impact of COVID restrictions on the delivery of all ANZSOG programs, the timeline for the next First Nations scholarship is yet to be determined. If you are interested, please email your interest to [firstpeoples@anzsog.edu.au](mailto:firstpeoples@anzsog.edu.au). We encourage you to sign up to the ANZSOG Indigenous news, and/or our general e-news, both of which will be used to notify potential applicants when scholarship applications open.

**For more information, contact +61 3 8344 1909 or email: [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au).**



Dan Craig  
EMPA Class of 2019  
Acting Director  
Department of Education  
and Training (VIC)



**“There has been no other program that I’ve been engaged in, that is so heavily focused on the needs and capability development of public servants, both emerging and senior. That has been incredibly important and has added quite significantly to the value that I took out of the program.”**

Clare Beech  
EMPA Class of 2019  
Executive Director  
NSW Ambulance

## Who is the EMPA for?

**The EMPA degree is designed to meet the needs of ambitious and emerging public sector leaders operating at the state, territory and national levels in Australia or at the local or national level in Aotearoa New Zealand. The degree best serves those already exhibiting high potential as leaders. Students should have demonstrated ability to perform consistently at above-average levels, and proven management capability. Those who exhibit a collaborative mindset and hold a strong commitment to a career in or around the public sector will thrive as a result of this degree.**

If you’re searching for a Master of Public Policy, a Master of Public Administration, or a public service degree, then the EMPA combines the right elements you’re seeking to help you flourish in the public sector.

## Why should you choose the EMPA?

**ANZSOG’s EMPA is an exclusive qualification designed specifically for future public sector leaders. EMPA alumni are now among some of the most talented and influential people working in the public sector in Australia and Aotearoa New Zealand.**

EMPA students are surrounded by like-minded public servants from a range of jurisdictions, who have a strong desire to build their leadership capabilities and lift the quality and effectiveness of public services.

You will explore contemporary thinking in public sector leadership, service management, public policy, public finance, economics, law and regulation. As well as your Subject Leaders, you learn from senior practitioners with extensive experience from across the public sector and community sector.

You will be encouraged to work with your peers on topical team challenges and obtain new knowledge and skills that are applicable to your current professional context and will help you advance your career.

**The EMPA is tailored to fit around the busy lives of public servants and draws on residential, blended and online delivery formats.**

# EMPA details

**The EMPA is a two year part-time postgraduate degree featuring eight core subjects and three electives.**

The core subjects are delivered by ANZSOG and elective subjects are delivered by our conferring universities. Each subject consists of around 24 hours of instruction and approximately 140 hours of study time, reading and assignment work.

The EMPA is delivered through a dynamic blended learning approach, combining online classes with face-to-face learning and cross-jurisdictional networking opportunities when possible. ANZSOG intends to move to a blended delivery model (part face-to-face, part online) as soon as circumstances allow.

University elective contact time is dictated by your chosen university. Between formal, scheduled learning sessions,

you also have coursework and assessments to complete. As a student, you undertake an applied research Work Based Project subject throughout the second year of the program. This major group-based task is the capstone subject that draws the key learnings of the program together and demonstrates the applied, practical nature of the program.

**Cost:** Students are responsible for their own travel, some meals, and accommodation to and from each subject they undertake within the EMPA.

**Note:** AUD fees apply for international students.

All fees listed below are exclusive of GST.

**Fees:** The cost of EMPA 2023 program will be as follows: AUD \$50,960 NZD \$55,546

## Electives

The EMPA degree features core subjects delivered by ANZSOG and elective subjects delivered by our conferring universities. As a student, you will complete three elective subjects to bridge their past studies and experiences with the core curriculum, to enhance their knowledge of specific policy areas, or build on new fields of interest that directly relates to their work roles. Electives are usually in the fields of business, commerce, economics, government, law, policy and political science, though contemporary career challenges may involve students branching out into electives in other disciplines.

ANZSOG's university partners conferring the EMPA are:

- > Australian National University
- > Charles Darwin University
- > Flinders University
- > Griffith University
- > Monash University
- > University of Melbourne
- > University of Sydney
- > Curtin University
- > Victoria University of Wellington

## Core subjects

### Delivering Public Value

Core principles of public sector management are explored. Students consider the value their organisation creates the impact of their authorising environment on operations and the capabilities involved in delivering value to stakeholders.

### Government in a Market Economy

You will examine key economic principles and their application to public sector activities – to support decisions in allocating scarce resources, pricing and delivering goods and services. This subject explores how government intervention, through both private sector regulation and the public provision of services, can be used to achieve the best outcomes for citizens.

### Designing Public Policies and Programs

This subject asks you to critique key factors that shape and influence public policy and governance. The subject considers what constitutes good policy and analysis, explores aspects of policy design, policy development and policy and program implementation. Discussion considers new and emerging ideas, methods and

practices that shape leading policy work and respond to the dynamics of our current political and social context.

### Decision-making Under Uncertainty

Informed decision-making requires a critical appraisal of the available evidence. Students learn to dissect evidence to assess its quality and usefulness.

### Managing Public Sector Organisations

This subject focuses on the internal and external factors that influence the successful management of public sector organisations. It examines the distinction between routine problems and crises or 'wicked problems'. You will explore techniques that enhance efficacy, system-thinking and contextual awareness in public sector managers.

### Governing by the Rules

The development and implementation of public policy requires an understanding of the applicable elements of law, regulation, convention, practice and ethics. This subject develops the capacity of public managers to operate effectively and appropriately within a democracy governed by the rule of law.



Photography:  
Peter Casamento

### **Leading Public Sector Change**

This subject examines the role of leadership in assisting communities and organisations to deal with change. Contending perspectives on the complex nexus between leadership and change are used to examine the styles of leaders, the dynamics of leader–follower relations, and their implications for stability and change in the public sector.

### **Work Based Project**

The capstone of the EMPA, this subject involves the practical application of the skills and knowledge gained throughout the degree. Designed to replicate specific aspects of the workplace environment in government, the work-based project requires students to bring a complex task nominated by a public sector agency to a successful conclusion within a team that spans working backgrounds, disciplines, organisations and jurisdictions.

### **Public Financial Management**

Public Financial Management covers a range of resource management practices that underpin public policy-making in contemporary government, including fiscal rules to guide government spending and borrowing, multi-year expenditure frameworks that capture the longer-term impacts of current public policy decisions, and performance-based budgeting to inform the level and relative priority of funding allocations. This subject exposes you to the practical realities of public financial management, equipping students with key conceptual and practical knowledge to integrate financial and non-financial performance in the public sector, and to apply it to generate public value.



# Outcomes

**“You can learn heaps from the cohort itself, it’s not just about the curriculum. It helps to place your work in a much broader context because you are working with people from different jurisdictions across the public service.”**

**- Ashley Sattler, EMPA Class of 2019**

On completing this degree, you will:

- > understand the trends shaping the public sector and what they mean for contemporary leaders
- > understand the theory and practice of public value creation in the public community and business sector
- > appreciate the importance of strategic and ethical leadership in the public sector.
- > appreciate what actions you can take to promote excellence in policy analysis, design and organisational processes
- > apply an economic toolkit to public service delivery and pricing decisions
- > analyse problems and seek solutions in a setting governed by public law and other rules of public administration
- > understand the role of evidence in guiding complex decision making
- > recognise the major concepts that underpin contemporary public sector financial management processes
- > undertake ethical primary research and build your strategic capability in diagnosing, instigating or adapting to change in the public sector



Ashley Sattler  
EMPA Class of 2019  
Manager  
Department of  
Education and  
Training (VIC)

**On completion of the EMPA program, graduates should display the following attributes:**

<b>Leadership</b>	Lead strategically, with innovation and confidence across a range of public sector issues, communities and organisations.
<b>Collaboration</b>	Embody collaboration, foster inclusivity and exercise humility when working with individuals, professions and communities.
<b>Ethics</b>	Appreciate the importance of ethics and values in driving individuals and organisations to create public value and positively impact society.
<b>Real world application</b>	Apply complex public policy theory and evidence to solve real-world problems, of diverse and disparate communities.
<b>Problem solving</b>	Embody a solutions focused mindset, appreciating the role of data, diverse sources of evidence and the impact of changing social, economic and political contexts at a local, national and international level.
<b>Adaptability</b>	Operate comfortably and strategically within an ever changing and somewhat ambiguous public sector and shifting demands.
<b>Empathy</b>	Demonstrate empathy and compassion by understanding the power of perspectives in all interactions.
<b>Reflective practice</b>	Look inward for answers to personal and professional challenges, with an understanding that reflection is one of the key ingredients for insight and growth.
<b>Cultural competence</b>	Ethically, respectfully and effectively engage across and between cultures.
<b>Deep expertise</b>	Deep knowledge and refined analytical capabilities to manage and lead in a complex public sector and changing political environment.
<b>Communication</b>	Clear, concise and balanced verbal, written, visual and digital communication that is appropriate to the audience and context.
<b>Digital literacy</b>	Apply, integrate and promote technologies as an enabler for success in the 21st Century.
<b>Commitment to serve</b>	Embody a commitment to serve the public good and recognise the value and responsibility for stewardship that accompanies public service.

# EMPA faculty

**Our faculty includes leading national and international academics who are experts in the disciplines of public sector leadership, management and policy. We also draw on the expertise of leaders and practitioners from the public sector, not-for-profit and private sectors, because we know today's managers must be able to work across sectors. Current faculty include:**

- > [Professor Janine O'Flynn](#), University of Melbourne and ANZSOG, Delivering Public Value
- > [Professor Paul 't Hart](#), Utrecht University, Leading Public Sector Change
- > [Professor Kimberley Isett](#), University of Delaware, Decision Making Under Uncertainty
- > [Professor Ross Guest](#), Griffith University, Government in a Market Economy
- > [Dr Zina O'Leary](#), University of New South Wales (adjunct), Work-Based Project
- > [Professor Suresh Cuganesan](#), University of Sydney, Public Financial Management
- > [Professor Michael Macaulay](#), Victoria University of Wellington, Managing Public Sector Organisations
- > [Dr Jo Cribb](#), Managing Public Sector Organisations
- > [Professor Christopher Walker](#), Designing Public Policies and Program, Associate Dean, University Relations, Director, Executive Master of Public Administration (EMPA), Griffith University and ANZSOG



*Photography:  
Peter Casamento*

# Frequently asked questions

Please see below for frequently asked questions relating to ANZSOG's Executive Master of Public Administration.

## What are the entry requirements?

All EMPA applicants must demonstrate:

- > Strong evidence of leadership potential, including potential to contribute at the senior executive level as part of the next generation of public sector leaders
- > Evidence of work at a senior level within your agency
- > Work performance consistently above average and sound management capability or potential
- > A strong commitment to career development and to a career in the public sector
- > A commitment to contribute to class learning and a willingness to share knowledge in the workplace
- > Capability to complete a rigorous Masters program (normally evidenced by successful completion of an undergraduate degree)
- > At least five years' relevant work experience.

Applicants must also meet the Masters degree entry requirements of conferring universities, as facilitated through ANZSOG.

## Can I undertake the EMPA if I do not have an undergraduate degree?

Yes, there is a defined pathway for Australian students without an undergraduate degree through the [EMPA Monash Pathways program](#) and for Aotearoa New Zealand students, through the [Victoria University Wellington pathway](#).

## What is the application process?

You must be nominated by your agency. EMPA applications are coordinated differently through each jurisdiction. In some jurisdictions Public Sector Commissions coordinate applications, in others individual agencies do. Please see below for information on fees.

Applications are encouraged from **Aboriginal, Torres Strait Islander, Māori and Pacific Peoples**, and from people with disabilities or from culturally and linguistically diverse backgrounds.

If you work for the governments of **Western Australia, New South Wales or Victoria**, please contact your department or agency's Human Resources or Learning and Development team about your application or expression of interest.

If you work for the **Northern Territory government**, please contact the Office of the Commissioner for Public Employment at [swpd.ocpe@nt.gov.au](mailto:swpd.ocpe@nt.gov.au); about your application or expression of interest.

If you work for the **Aotearoa New Zealand government**, please contact Lynn Evans at the Leadership Development Centre at [LDCProgrammes@ldc.govt.nz](mailto:LDCProgrammes@ldc.govt.nz); about your application or expression of interest.

If you work for the **Queensland government**, your Public Sector Commission has a limited number of scholarships available for the program. If you would like to be considered for a scholarship via your jurisdiction's Public Sector Commission, we encourage you to contact them for further information including dates for application submission.

Visit the EMPA page or contact +61 3 8344 1909 or email: [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au) for further information.

## When do applications open?

Applications for 2023 are now open. [Apply now](#) or [Express your interest](#) to leave your details and we will contact you once applications are open for the next iteration of the Executive Master of Public Administration. EMPA applications close on 3 October 2022.

## How much does the program cost?

Students are responsible for their own travel, some meals, and accommodation to and from each subject they undertake within the EMPA.

Note: AUD fees apply for international students.

All fees listed below are exclusive of GST.

Fees: The cost of EMPA 2023 program will be as follows: AUD \$50,960 NZD \$55,546

## When will I/my agency be invoiced?

Invoices will be emailed to you/ your agency invoice contact once you have been accepted into the course.

## What is covered in the Program fee?

Program fees cover:

- > Tuition fees
- > Daily catering and refreshments, and some evening meals during residentials

Program fees **do not** cover:

- > Textbooks
- > Travel
- > Accommodation

Costs for ANZSOG delivered residential subjects such as travel and accommodation need to be paid for by the student's sponsoring agency.

## Travel arrangements

Portions of the EMPA may be delivered offshore (for example New Zealand/Australia) and successful applicants into the program will be required to seek appropriate travel clearance from their organisation to attend these deliveries. Further information regarding offshore deliveries will be provided upon acceptance into the EMPA.

### **Can I self-fund my participation if my agency won't fund?**

A student may enter into a salary sacrifice arrangement with their employer to attend the program. The student's employer will be billed the program fee. Discussed on a case-by-case basis with the applicant's sponsoring agency.

### **What is the university enrolment process?**

As part of your application into the EMPA, ANZSOG will facilitate enrolment on your behalf into one of our conferring universities. When completing your EMPA application, you will also need to provide the following supporting documentation:

- > a certified copy of your birth certificate or data page of the passport
- > a certified colour copy of proof of permanent residency for non-Australian or Aotearoa New Zealand citizens
- > a copy of your current curriculum vitae
- > certified copies of academic transcripts

A certified copy is a photocopy of the original document with the signature and official stamp of an appropriate authority, confirming it is a true and accurate record.

### **Do you offer RPL/credit for previous study?**

As a general principle, ANZSOG does not recognise prior learning and credit towards the EMPA degree. This is because the EMPA degree is a unique learning experience. Our subjects have been carefully designed to be distinctive offerings, different in content and in how they are delivered. Learning with peers with extensive government work experience is an integral part of the process of knowledge development. Given this, all students in the degree should plan to take all the required core subjects.

### **What is the time commitment of the program?**

The EMPA is a two-year part-time postgraduate degree featuring eight core subjects and three electives.

The core subjects are delivered by ANZSOG and elective subjects are delivered by our conferring universities. Each subject consists of around 24 hours of instruction and approximately 140 hours of study time, reading and assignment work.

### **How long do I have to complete the EMPA?**

Students are expected to complete the EMPA within four years of enrolment.

### **What happens if I do not complete the EMPA within four years?**

Sponsorship for the program is a maximum of four years. Applicants must submit a Sponsorship Nomination Form, signed by an agency representative, acknowledging this.

If you do not complete the EMPA within four years, an extension must be arranged by you separately with the university in which you are enrolled. You will be responsible for any further costs and expenses associated with the completion of your program.

## **PROGRAM INFORMATION**

### **What is the program structure?**

The EMPA is a two-year postgraduate qualification undertaken by high performing public sector managers looking to increase your knowledge base, leadership and governing skills.

As a student, you are required to complete:

- > A core curriculum of eight subjects, including an applied research project
- > Three other electives chosen from subjects offered by conferring universities.

The EMPA is delivered through a dynamic blended learning approach, combining online classes with face-to-face learning and cross-jurisdictional networking opportunities.

In 2023, EMPA will be delivered in blended mode (face-to-face and online). You will be required to travel to locations in Australia and New Zealand to attend the face-to-face study. The face-to-face components of the course will not be available online.

University elective contact time is dictated by your chosen university. Between formal, scheduled learning sessions, you will also have coursework to complete. As a student, you will undertake an applied research work-based project subject throughout the second year of the program, which includes three progress review sessions throughout the year.

### **How many core subjects do I need to complete this year to progress to year 2?**

It is recommended you complete as many first year subjects as possible. This will assist you to build important networks and connections within your cohort but also help in distributing your study load for Year 2 and avoiding overloading your study plan.

### **What electives can I take from my university?**

You will complete three elective subjects offered by a conferring university. There are selected by you to bridge your past student and experience with the core curriculum, or to enhance your knowledge of a specific policy area relevant to your career trajectory.

Electives are generally drawn from postgraduate offerings of the faculties or schools of business, commerce, economics, government, law and political and social science.

### **When does the program start?**

Program commencement is early February of each year.

### **Is there a mid-year intake?**

We do not offer a mid-year intake. Intake is annually with a commencement at the beginning of each calendar year.

### **Can I defer my studies?**

Yes, you will need to apply in writing to ANZSOG to defer your studies. Forward all requests to: [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au)

### **What are the attendance requirements?**

You are expected to attend all components of the EMPA, including all scheduled sessions as this is important to achieve your learning outcomes and assist you with assessment tasks.

**Do I need to notify my university of changes to the ANZSOG delivered subjects?**

ANZSOG will notify all universities of changes to delivery dates on your behalf. You may be required to update your enrolment online with your university. Further information is available on Canvas about managing your enrolment with your university, and also managing your electives.

**What AV equipment do I require to facilitate online learning?**

You will need a functioning device (computer, smartphone, tablet), stable Internet connection, headphones (the higher quality the better) and a camera (either built into your device or attached).

**Do I need to download any software to participate?**

Yes, you will need Zoom installed on your device. It will do this automatically when you click on your first webinar so just login five minutes before and allow it.

**Will ANZSOG be available to assist with IT support during deliveries?**

IT support will be available to you during designated teaching dates and times. Further information will be made available prior to the subject commencement.

**When will the EMPA delivery schedule be released?**

Once you have been admitted into the EMPA a schedule will be available to you.

**What time of day will the live sessions be run?**

Timing will be determined subject by subject, to accommodate the different time zones of international faculty, and students across Australia and Aotearoa New Zealand.

**Is the subject going to be offered multiple times?**

Each subject will be delivered only once.

**Will online sessions be recorded?**

No, we will not record the live webinars with your Subject Leaders as they will be designed to be an interactive experience. Some EMPA subjects include videos to assist with learning and these are embedded in the online course page.

**What if I have a conflict and cannot attend one (or more of the synchronous sessions)?**

Attendance at each synchronous session is compulsory with attendance expectations still applicable for online delivery.

**Will all assignments be group assignments or will there be a mix of group and individual assignments?**

It is likely that there will be a mix of group and individual-based assignments. All assessments will be outlined in Canvas in advance of the subject commencement.

**Is the intent that the group work component of subjects is effectively the same as it was pre-COVID?**

Group work is still an integral element of the EMPA, and most subjects will still contain group work components. All assessments will be outlined in Canvas in advance of the subject commencement.

**What is the cancellation policy?**

ANZSOG aims to provide high-quality service at all levels of its operation and is committed to providing a timely and fair withdrawal procedure. ANZSOG prices its programs based on full capacity and incurs costs progressively throughout the lead-up to and delivery of programs. Should you be required to withdraw from the EMPA, please [read our cancellation policy here](#). All fees are exclusive of GST.

**Do I need managerial approval to attend the program?**

Yes. In signing the application form, your manager agrees to support you to participate in the program and that your organisation assumes the full program fee if your application is successful.

**How long is the program?**

A two-year postgraduate qualification developed and delivered by ANZSOG exclusively for high-performing public sector managers.

**How big is the cohort?**

Average of 90-110 students

**What are the outcomes?**

On completing this degree you will:

- > develop a deeper understanding and strengthen your capacity to lead and manage change in the public sector
- > strengthen your leadership and management skills to deliver effective public services
- > understand the trends shaping the public sector and what they mean for contemporary leaders
- > understand the theory and practice of public value creation in the public, community and business sector

- > appreciate the importance of strategic and ethical leadership in the public sector
- > appreciate what actions you can take to promote excellence in policy analysis, design and organisational processes apply an economic toolkit to public service delivery and pricing decisions
- > analyse problems and seek solutions in a setting governed by public law and other rules of public administration
- > understand the role of evidence in guiding complex decision making
- > recognise the major concepts that underpin contemporary public sector financial management processes
- > undertake ethical primary research and build your strategic capability in diagnosing, instigating or adapting to change in the public sector.

## FACE-TO-FACE LEARNING AND NETWORKING

### **Will the delivery format be updated to face-to-face if the guidance and circumstances relating to travel restrictions ease for Australia, Aotearoa New Zealand and internationally next year?**

ANZSOG intends to move to a blended learning environment incorporating a mix of virtual and face-to-face contact in 2023.

This will allow you to attend face-to-face classes and meet in person assuming various jurisdictional rules permit travel and large class gatherings.

ANZSOG has moved to a blended learning environment incorporating a mix of virtual and face-to-face contact in 2022, travel restrictions permitting. This will allow you to attend face-to-face classes and meet in person assuming various jurisdictional restrictions have eased.

### **Will ANZSOG be organising any face-to-face networking events if restrictions allow throughout the year (even state-based)?**

ANZSOG is not currently planning any face-to-face cross-jurisdictional networking events.

Students from the same jurisdiction may wish to physically meet (within your state/territory's guidelines) in groups to study on scheduled teaching days. There will also be multiple opportunities to collaborate with peers during the subject.

### **The attractive features about the ANZSOG EMPA are the opportunity to network with colleagues from other jurisdictions, delivery mode (intensive blocks) and learn about policy problems in situ. Will you incorporate these features into an online delivery format?**

In moving to online, significant interaction between students and teaching faculty have been built in, in order to maintain the high standards of learning and engagement our EMPA students expect. Subjects will continue to include contributions from practitioners and subject matter experts and other guest speakers.

### **How do we interact with each other during the subject?**

Interaction will include plenary sessions (all or most of the cohort joining a live webinar) and small group sessions in Zoom or Canvas Conferences facilitated by the Subject Lead. Some subjects will include the use of discussion forums for specific topics.

Students from the same jurisdiction may wish to physically meet in groups to study on scheduled teaching days.

There will also be multiple opportunities to collaborate with peers during the subject.

### **Will there be group presentations and how do we meet with group members?**

All assessments will be outlined and submitted in Canvas, the School's Learning Management System. You can access the assessments from both the homepage and the modules page in the course. Group presentations are common across many of the EMPA subjects.

### **Have presenters/professors or core content changed to deliver via this method?**

No – our expert international and domestic faculty from leading universities around the world remain unchanged. The core content has been adapted to an online environment.

### **Will ANZSOG provide a subject enrolment list with jurisdiction details so students can connect with other students in the same jurisdiction?**

Students are encouraged to consult their EMPA Participant Booklet to identify fellow students residing in the same jurisdictions. Alternatively, students can find a list of enrolled students for each subject in Canvas. To navigate to the enrolled students' list, select the subject from your Canvas homepage, and then click "People" from the left-hand side toolbar.



Mick Frewen  
EMPA Class of 2019  
Commander  
Victoria Police

# Our alumni

**ANZSOG's alumni is a 3600+ community of influential public sector and public purpose leaders, with members based in about 40 countries. ANZSOG's alumni embody its values of excellence, collaboration, integrity and respect.**

ANZSOG plays a unique role in providing education and development opportunities for people in the public sector, and a unique mission to create public value by lifting the quality of public sector leadership in Australia and Aotearoa New Zealand.

The ANZSOG alumni is both a product and an extension of this role, which informs ANZSOG's mission: to be a world-leading organisation for public sector education, research and knowledge exchange.

The alumni features graduates of ANZSOG's Executive Master of Public Administration, Executive Fellows Program, Towards Strategic Leadership, Deputies Leadership Program and International programs, making it an unparalleled resource for your professional network.

Interested in organising an alumni meeting in your area or perhaps you want to connect with fellow alumni in an informal setting?

Email [alumni@anzsog.edu.au](mailto:alumni@anzsog.edu.au) or post in the Alumni LinkedIn group.

## ANZSOG Alumni Program

Our alumni program seeks to deliver dynamic and engaging opportunities to help you build on and refresh your skills, knowledge and networks, and broaden your sphere of influence.

The program is designed to keep you connected, inspired, educated and enriched with your fellow alums and further equip you to face the real world problems of the modern public sector.

There are a number of opportunities for ANZSOG alumni to stay involved and informed. Please visit the ANZSOG website (<https://www.anzsog.edu.au/alumni/our-alumni>) for more information.

## Stay connected

You can also keep in touch with ANZSOG and connect with fellow alumni via our social media channels:

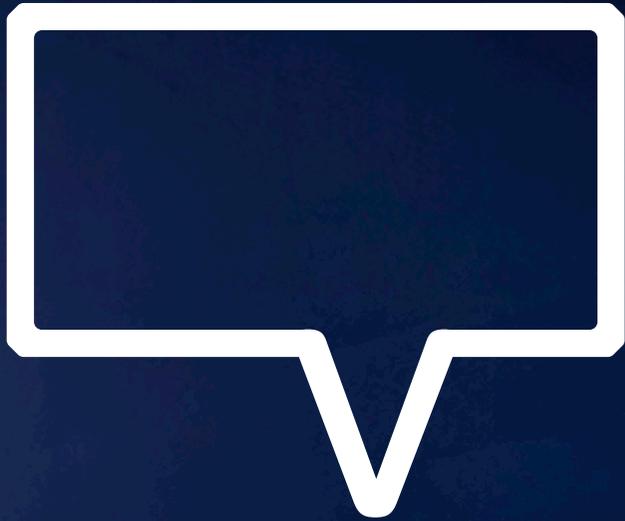
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# ANZSOG



## Find out more

For more information, contact +61 3 8344 1909  
or email: [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au)

[WWW.ANZSOG.EDU.AU](http://WWW.ANZSOG.EDU.AU)



Romy Zwier  
EMPA Class of 2019  
Manager  
Department of Education  
and Training (VIC)