

ANZSOG

IMPACT SNAPSHOT JULY-DECEMBER 2020

ADAPTING TO DISRUPTED TIMES

Australia &
New Zealand
School Of
Government

Owned by and working for the governments
of Australia and Aotearoa-New Zealand

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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.

MESSAGE FROM THE DEAN

Australia and Aotearoa-New Zealand's overall successful responses to COVID-19 have shown the value of trust in government, government's trust in their people and high-quality public sector advice and leadership.

ANZSOG, like many other organisations, spent the first half of 2020 adapting what we do to meet the new world of social distancing and online engagement, while ensuring that we worked closely with our government owners to meet their changing needs.

This six-month Impact Snapshot gives a few examples of how we worked to support the public sector during this disrupted time – from shifting existing courses online to finding new ways to inspire public sector leaders.

Changes to our education offerings included moving our flagship Executive Master of Public Administration completely online, while maintaining the close bond between members of the cohort, and creating new version of the Towards Strategic Leadership program.

We developed the Future public sector leaders series to assist public servants grappling with the crisis, access to the best minds in government and academia. Our partnership with the Centre for Public Impact created Reimagining Government, a series of free seminars chosen by the OECD to shape discussions at its global 'Government After Shock' dialogue in November 2020.

Despite these achievements, perhaps our biggest contribution was the work of thousands of ANZSOG alumni who used the skills they developed with us to be part of Australia and Aotearoa-New Zealand's globally recognised response to COVID-19.

The world will not 'snap back' to a normal state in the short-to-medium term. As we move into the recovery and rebuilding phases of our response, the demands on the public sector and its leaders to be innovative, and do more with less, will only increase.

ANZSOG will continue to revise how we equip public sector leaders for a rapidly changing environment, because we understand the importance of our mission to lift the quality of public sector leadership across Australia and New Zealand.

Thank you to all of the staff of ANZSOG for their work during this transition, and our Board for their wisdom and support. In particular, ANZSOG would like to acknowledge the service of Peter Hughes CNZM, Te Tumu Whakarae mō Te Kawa Mataaho Public Service Commissioner who retired as the chair of ANZSOG's Board in November 2020, and his role in leading ANZSOG through a period of great change.

ANZSOG Dean and CEO Professor Ken Smith

This report covers the last six months of 2020, including financial data for this period. We are transitioning our reporting from a financial year to a calendar year basis, and our first full calendar year report will cover 2021.

ANZSOG



KEY ACHIEVEMENTS

1 JULY 2020 – 31 DECEMBER 2020



9750

participants in ANZSOG courses and events



4.34/5

average overall evaluation score across all courses/workshops



374,040

unique page views of the ANZSOG website



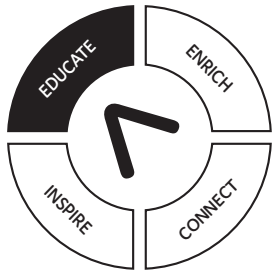
17,315

ANZSOG e-news subscribers



21,163

social media engagements



EDUCATE

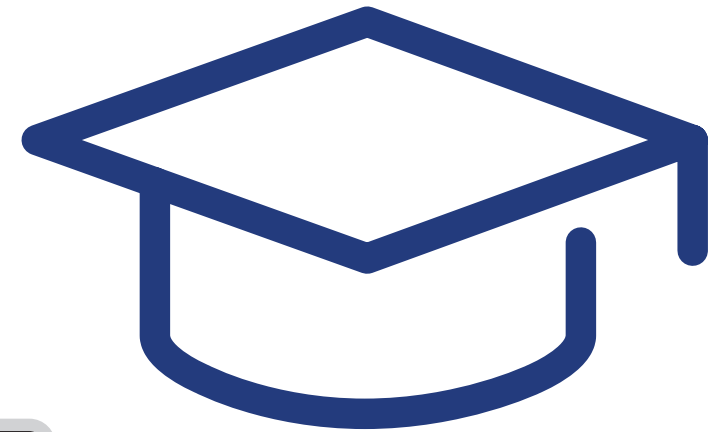
Moving the Executive Master of Public Administration online

ANZSOG's flagship Executive Master of Public Administration (EMPA) program has traditionally been delivered through intensive face-to-face teaching involving students from all 10 governments across Australia and Aotearoa-New Zealand. COVID-19 meant that the EMPA had to pivot to fully online delivery while maintaining the quality of teaching and providing the cohort with opportunities to build relationships and work together.

ANZSOG engaged experts in education technologies to work one-on-one with Subject Leaders to convert material and teaching methods to the online environment. To check things were progressing as planned, we ran 'pulse checks' with participants after the first day of online teaching in each subject, and detailed evaluations at the end of each subject. This feedback showed an increasing level of satisfaction as the semester progressed and students and Subject Leaders became used to the new environment.

Meetings with Subject Leaders were held in December to provide more reflective discussion on how online teaching could improve. The result of these initiatives will be an EMPA that will move to a blended part-online, part-residential mode as soon as we are in a position to do so.

Evaluation Scores for all seven EMPA subjects delivered online were above 4 on a 5-point scale, consistent with scores achieved by face-to-face deliveries in previous years.



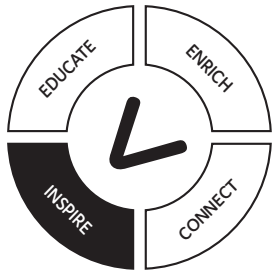
An online seminar for the EMPA subject *Designing Public Policy and Programs* featuring ANZSOG Dean and CEO Ken Smith and former Australian Prime Minister Kevin Rudd.

Towards Strategic Leadership helps leaders make sense of the crisis

During 2020, leaders were being asked to make critical decisions in a fast-changing, uncertain environment, while adjusting to different ways of working. ANZSOG's Towards Strategic Leadership (TSL) program offered a one-off online course *Towards Strategic Leadership: In a Time of Prolonged Crisis* that aimed to help public service leaders find a balance between immediate crisis response and the long-term strategic thinking needed for recovery and rebuilding. Co-presenters Professor Paul 't Hart and Robbie Macpherson offered a program with TSL's unique focus on personal reflection combined with an emphasis on encouraging a strategic outlook, political astuteness, personal resilience and the ability to collaborate, lead and learn continuously.

“The thing that surprised me about TSL was how smoothly it worked, but it still had that ability to create relationships and the sense of connection. The sessions were really engaging and didn't feel like spending four hours in a zoom call.

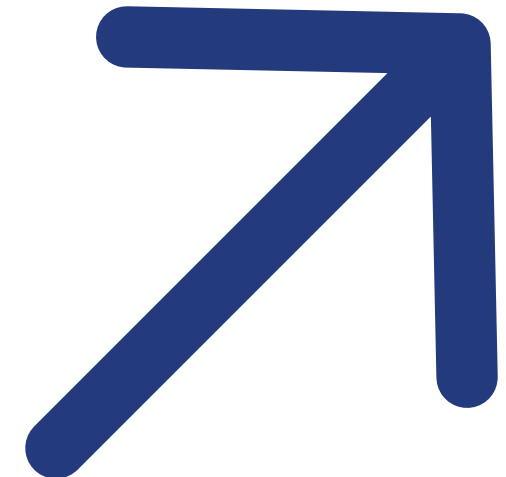
Louise Peters, Executive Director (a/g) of Engagement at the Office of the Fair Work Ombudsman



INSPIRE



ANZSOG's Future public sector leaders featured a keynote session led by Professor Glyn Davis AC



Fresh thinking for future public sector leaders

Time-poor public sector leaders dealing with the rapid changes of 2020 needed fresh ideas and a chance to reflect on their work. To give those leaders access to new thinking and analysis, ANZSOG developed the *Future public sector leaders* series, a group of relevant, accessible masterclasses and seminars to inspire and educate future leaders, and give them the knowledge, creativity and confidence to lead others through change.

Speakers included Professor Glyn Davis AC, New Zealand State Services Commissioner Peter Hughes, Professor Anne Tiernan and Governance Lab Director Professor Beth Noveck. The masterclasses and seminars covered topics including systems thinking, empowering citizens, and policy implementation, as well as leading under pressure.

"It was helpful to know that the changes in the public service that I see and experience are seen and recognised by others"

"Perfect – really interesting and relevant, and great to hear an international perspective, which gave the session a broader scope and insights."

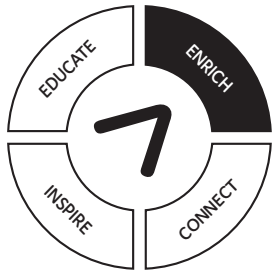
"I found the content to be very relevant and the practical components realistic. We left with practical actions that we can start to implement immediately."

Some of the feedback received from participants in the *Future public sector leaders* program

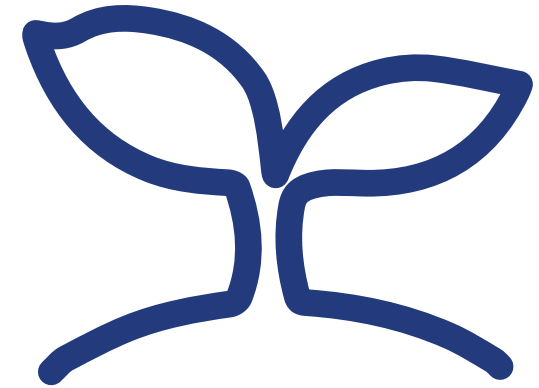
ANZSOG shapes OECD discussions on reimagining post-COVID government

The disruption of 2020 showed our current models of government needed a rethink to cope with the challenges of the 21st century. To explore what that might look like, ANZSOG partnered with the Centre for Public Impact to hold the 'Reimagining Government' series of webinars. These discussions brought together senior practitioners, academics and leading thinkers to explore new ideas based on a vision of government as an enabler, which creates the conditions that can solve complex problems.

The series was chosen by the OECD's Observatory of Public Sector Innovation (OPSI) to help inform discussions at its 'Government After Shock' dialogue in November – a global attempt to grapple with the same questions and set a course for what government should do in the post-COVID world.



ENRICH



How ANZSOG Alumni drove government responses to COVID

ANZSOG has over 3600 alumni, most of whom are still working in the Australian or Aotearoa-New Zealand public services. Many played their part in tackling COVID-19, finding new ways of working to deal with the health, economic or social aspects of the crisis.



Sumit Sinha-Roy:

Sumit Sinha-Roy qualified as a medical practitioner before joining Western Australia's Health Service. When COVID-19 hit, as well as still working as a doctor, he became a key part of the cross-agency team setting up COVID-19 clinics within 48 hours, building WA's testing capacity to cope with the threat of a pandemic, and helping to establish clinical teams for the hotel quarantine system to allow overseas arrivals to return to WA safely. He says the EMPA helped him understand the broader environment he worked in, the importance of public value, and gave him the confidence and toolkit of ideas he needed to be influential.

"The public service often gets a bad rap for being clunky, slow and bureaucratic – but we are actually very agile and able to adapt to the needs of the community now, and going forward."

Sumit Sinha-Roy, Eastern Metro Health Services Vaccination Lead, WA Health Department



Jacqui Allen:

When the Tasmanian Government decided to introduce a tourism voucher scheme in September 2020 to help small businesses hit by the COVID downturn, Jacqui Allen's team had two-and-a-half weeks to pull it together. The Executive Master of Public Administration and Executive Fellows Program graduate says it was her first real experience of 'agile' project management, as a team was pulled together to make the project work.

"Everyone across my team chipped in - working throughout weekends to test software and write FAQs and even volunteering in the call centre.

"The EMPA program gave me confidence that the public sector is a profession and it gave me frameworks to make sense of what I was doing. The EMPA is one of the reasons why I am still a public servant."

Jacqui Allen, Deputy Secretary, Cultural and Tourism Industry Development in the Tasmanian Department of State Growth

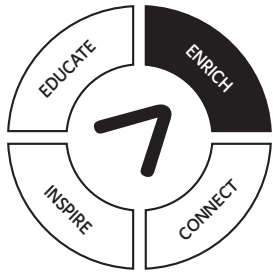


Hoani Lambert:

Aotearoa-New Zealand's Oranga Tamariki/Ministry for Children was only three years old when COVID-19 struck in 2020. Executive Master of Public Administration graduate Hoani Lambert was Deputy Chief Executive and led engagement with Māori communities, as well as briefing ministers on COVID's impact on the experiences of children in care. He says that Oranga Tamariki was able to deepen engagement with communities, devolve resources to local organisations, and help ensure families had access to food, hygiene packs and the equipment needed for schooling at home.

"We had been under pressure to deliver power and resources to community organisations, and we were able to do that while providing an urgent and immediate response to COVID."

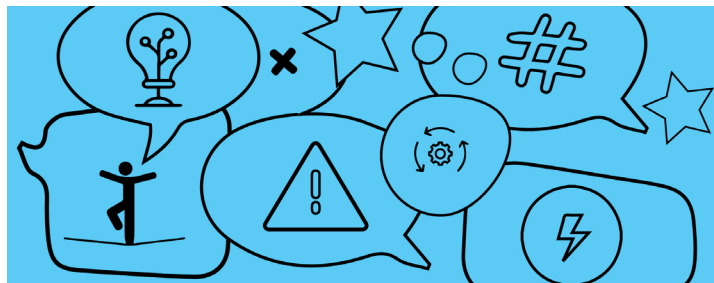
Hoani Lambert, Deputy Chief Executive, Voices of Children at Oranga Tamariki/Ministry for Children



ENRICH (continued)

Building a Bridge spanning research and public sector practice

Public servants value academic research but do not always have the time to seek it out. To help change this, and bring theory and practice closer together, ANZSOG launched the Bridge, a fortnightly e-newsletter and series of Research Briefs which summarise recent research relevant to the public sector and deliver it to the inboxes of over 15,000 subscribers. The Research Briefs have covered a range of topics including: innovation in the public sector, the role of Royal Commissions, and public management in times of crisis. During the last six months of 2020, the Research Briefs had 22,876 unique page views.



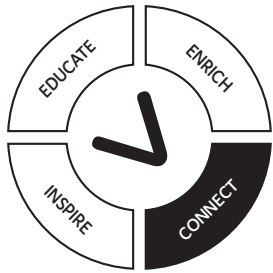
“The Bridge email is a model in how to communicate complex ideas, clearly, compellingly and in such a way that they are more than just ‘interesting’: they are also deeply relevant to how we might think about the world and the role of public policy, and administration, in improving it.”

Nick Rowley, former UK Government advisor and public policy educator

Working with governments to make data-driven improvements to disability services

ANZSOG’s Research and Advisory team works with governments on specific projects where our expertise can deliver greater public value. ANZSOG was commissioned by the NSW Department of the Premier and Cabinet to work collaboratively with the National Disability Data Asset (NDDA) National Project Team to explore the feasibility of creating data-driven maps of human services at scale, with a focus on disability service mapping. The NDDA aims to build a more complete picture of the lives of people with disability to help deliver better services to, and with them.

ANZSOG put its brokerage role into practice, connecting government with leading researchers to create a State of Evidence Report. ANZSOG also facilitated two virtual policy roundtables, synthesised evidence and insights from across the project to create a Policy Blueprint Paper, which will help shape policy development in 2021, and the design of multiple disability service mapping pilots.



CONNECT



Creating an online community of regulators

Regulators in 2020 faced the double challenge of moving operations online, and performing the new roles assigned to them by governments. ANZSOG's National Regulators Community of Practice (NRCoP) was able to quickly shift its program of seminars and forums online in 2020 to provide a source of connection and ideas for regulators. The NRCoP finished 2020 with over 5000 subscribers, from every jurisdiction, regulatory sector, role and level of seniority in Australia and Aotearoa-New Zealand. Over 11,000 registrations were recorded for webinars featuring Australian, New Zealand and international presenters including Peter Shergold, Graeme Samuel and Femke de Vries, and covering topics ranging from why people comply, using behavioural science in regulation, and how regulatory design and practice can unintentionally create disadvantage.



78%

Surveys of NRCoP webinar participants found that 78 per cent of participants had been able to apply insights from webinars to their daily work.

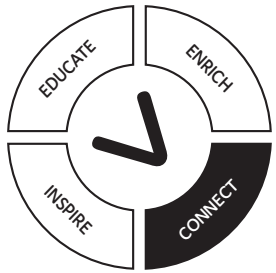
“The benefit of the shift to online webinars was that our staff members all over the State, and not just those located near the CBD, could learn about cutting-edge regulatory trends and hear about the practical experience of other regulators.”

Rose Webb, Deputy Secretary NSW Department of Customer Service'

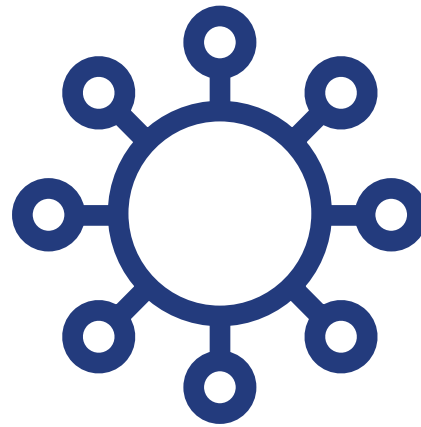


“I am completely thrilled to be able to hang out with the regulators community of practice because as far as I can tell there is no such thing anywhere else on Earth. The energy and commitment that has gone into this, and the cross domain learning that you've been able to derive from this is a dream come true.”

Harvard Kennedy School Professor Malcolm Sparrow, author of *The Regulatory Craft*



CONNECT (continued)



Engaging China in dialogue on COVID

China, Australia and Aotearoa-New Zealand have taken different approaches to combatting COVID-19, and as part of ANZSOG's commitment to sharing knowledge across the region we brought together academics and practitioners from Australia, Aotearoa-New Zealand and China's Central Party School for a virtual dialogue in late 2020 to discuss similarities and differences in the three nations' responses to COVID-19. Issues included the role of scientific experts, the importance of communication and what China learnt from the early experience of COVID-control in Wuhan.

The dialogue was a rare chance for participants to hear first-hand from the other jurisdictions and exchange views on respective responses. ANZSOG commissioned papers by New Zealand's Barbara Allen and University of Sydney's Professor Allan McConnell which are available through our Research Insights series.

Creating an online conference for First Peoples

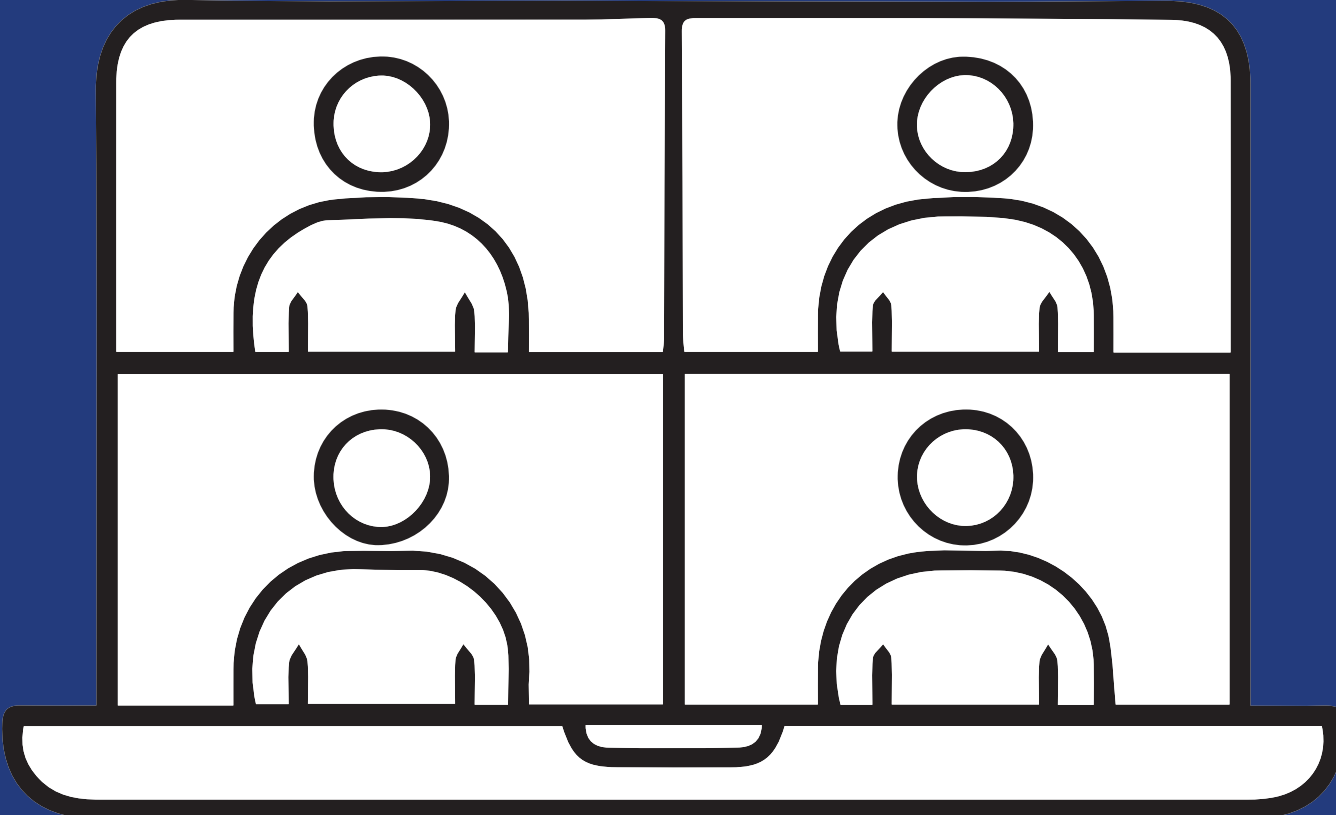
ANZSOG's First Peoples conferences have played a vital role in connecting public sector leaders with academics and Indigenous communities, and providing forums where stories of success can be shared, and the importance of Indigenous knowledge and culture can be recognised. When COVID forced the cancellation of the 2020 Conference, ANZSOG worked to develop our first ever fully virtual conference *Proud Partnerships in Place*, to be held in 2021.



Te Haerenga- The Journey by Aaron McTaggart, commissioned by ANZSOG for Proud Partnerships in Place: 2021 First Peoples Public Administration Virtual Conference

Building an Indigenous resource collection

ANZSOG has partnered with the Analysis & Policy Observatory to support the APO's online First Peoples & Public Policy Collection which brings together diverse, policy-relevant resources to support the public sector to access information on Indigenous topics. The collection has grown to over 1000 resources and, during the second half of 2020, recorded 57,984 pageviews and over 9000 downloads. This collection is part of ANZSOG's commitment to prioritising the perspectives and contributions of First Peoples in developing Indigenous policy.



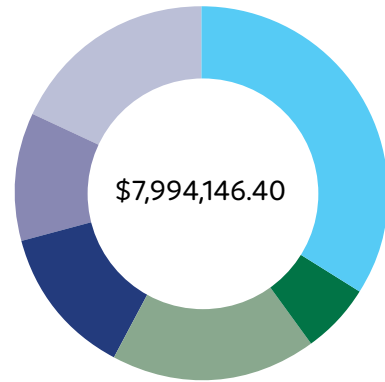
FINANCES IN BRIEF

1 JULY 2020 – 31 DECEMBER 2020

Figures covering revenue and expenditure across programs from July 1- Dec 31, 2020

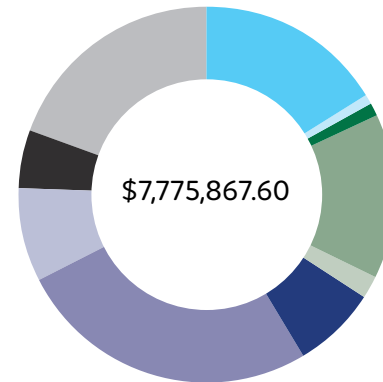


Income



- Executive Master of Public Administration 34%
- Executive Fellows Program 0%
- Towards Strategic Leadership 6%
- Executive Education 18%
- International Programs 0%
- Member Contributions 13%
- Investment 11%
- Other Income Sources 18%

Expenses



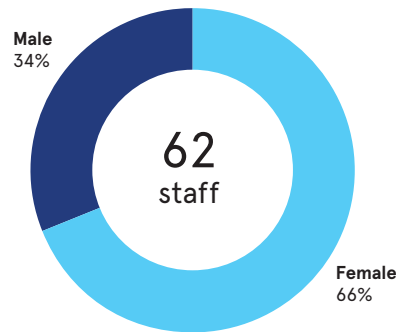
- Executive Master of Public Administration 16%
- Executive Fellows Program 1%
- Towards Strategic Leadership 1%
- Executive Education 14%
- International Programs 2%
- Research and Case Program 7%
- Admin, Board & Governance 26%
- Marketing and Business Development 8%
- Strategy Expenditure 5%
- Other Expenditures 19%



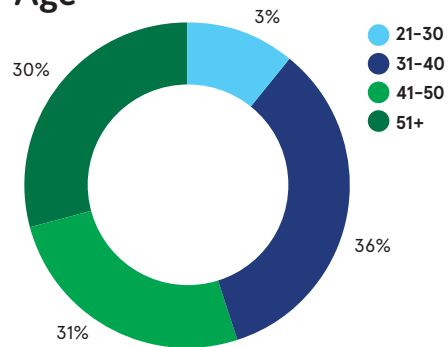
WORKFORCE METRICS

PROFESSIONAL AND ACADEMIC STAFF AS AT 31 DECEMBER 2020

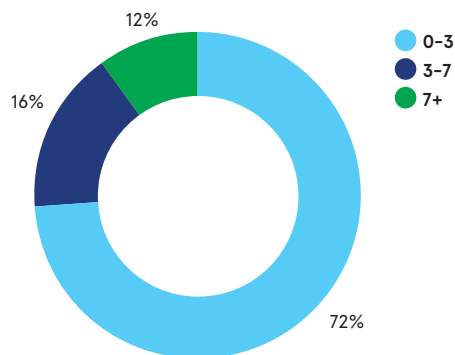
Gender



Age

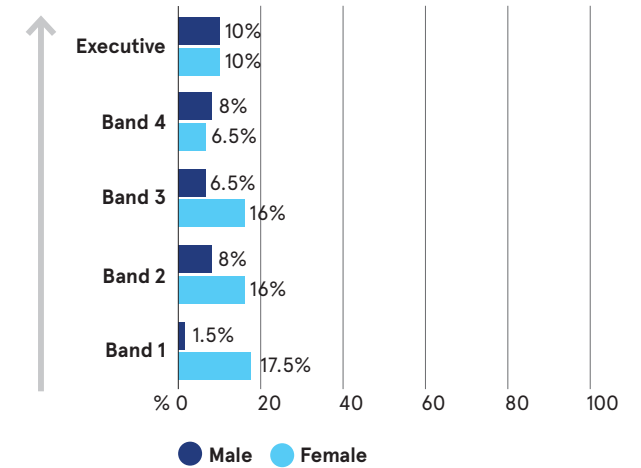


Years of service



Salary band by gender

(Percentages are of total staff)



WHO WE ARE

Created by government for government, ANZSOG works with our owner governments and partner universities to strengthen the quality of public sector leadership in Australia and Aotearoa-New Zealand. We provide unique education programs, thought leadership and government-focused research that meet the contemporary challenges faced by public services. Our work inspires and connects people across agencies, sectors and jurisdictions.

Everything we do is designed to deliver better government and better outcomes for the public.

ON 31 DECEMBER 2020 THE BOARD OF DIRECTORS COMPRISED:

- Mr Peter Woolcott AO (Chair): Australian Public Service Commissioner
- Mr Peter Hughes CNZM: Te Tumu Whakarae mō Te Kawa Mataaho Public Service Commissioner – Head of Service, Te Kawa Mataaho Public Service Commission
- Professor Ken Smith: CEO, ANZSOG
- Professor Margaret Gardner AC: President and Vice-Chancellor, Monash University
- Mr Jeremi Moule: Secretary for the Victorian Department of Premier and Cabinet
- Ms Kathrina Lo: NSW Public Service Commissioner
- Dr Girol Karacaoglu: Head of School of Government, Victoria University of Wellington
- Ms Ann Sherry AO: Board member, ANZSOG
- Ms Jodie Ryan PSM: CEO, Department of the Chief Minister (NT)
- Mr Robert Setter: Commission Chief Executive, Queensland Public Service Commission
- Ms Belinda Clark QSO: Board member, ANZSOG
- Professor Deborah Terry AO: Vice-Chancellor and President, The University of Queensland

GOVERNMENT OWNERS



MEMBER UNIVERSITIES

- Australian National University
- Carnegie Mellon University, Australia
- Charles Darwin University
- Curtin University
- Flinders University
- Griffith University
- Melbourne Business School
- Monash University
- University of Melbourne
- University of New South Wales
- University of Queensland
- University of Sydney
- University of Canberra
- University of Tasmania
- Victoria University of Wellington

AFFILIATE PARTNERS

- Analysis & Policy Observatory (APO)
- China Executive Leadership Academy Pudong (CELAP)
- Department of Personnel and Training, Government of India
- Organisation for Economic Co-operation and Development (OECD)
- Singapore Civil Service College
- Lee Kuan Yew School of Public Policy
- Razak School of Government

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.

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