



Annual report
2016–17



the Australia and New Zealand
School of Government



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The history of ANZSOG

- **2002** National governments of Australia and New Zealand and state governments of New South Wales, Queensland and Victoria agree to establish ANZSOG.
- **2003** Professor Allan Fels AO appointed as ANZSOG's foundation Dean.
Delivering Public Value, initial subject of Executive Master of Public Administration (EMPA), delivered on Monash University's Caulfield campus, in May to 128 emerging public sector leaders.
Inaugural delivery of Executive Fellows Program (EFP) at Macquarie University, Sydney, to 80 senior public sector officials from Australia and New Zealand.
- **2004** Case Study Program established.
- **2005** First ANZSOG Executive Education workshop delivered.
- **2006** Inaugural delivery of CEO Forum.
The Government of Western Australia join ANZSOG.
Inaugural ANZSOG international conference.
Foundation EMPA intake graduates from ANZSOG's Australian or New Zealand university partners.
- **2007** Inaugural delivery of Pacific Advanced Executive (PACE) program.
- **2008** The Governments of South Australia and the Northern Territory join ANZSOG.
- **2009** Inaugural delivery of Towards Strategic Leadership (TSL).
The Governments of Tasmania and the ACT join ANZSOG.
- **2011** Inaugural delivery of the Excellence in Local Government program for local government leaders.
Inaugural delivery of the China Advanced Leadership Program (CALP).
- **2013** Professor Gary Banks AO appointed ANZSOG Chief Executive Officer and Dean.
Inaugural delivery of program for senior Indian civil servants.
Inaugural delivery of the Singapore Civil Service College program.
Inaugural delivery of the China Reciprocal program for senior Australian and New Zealand public sector officials.
- **2017** Professor Ken Smith appointed ANZSOG Chief Executive Officer and Dean.

Our organisation

Who we are

The Australia and New Zealand School of Government (ANZSOG) is recognised globally as a leading provider of executive-level education and research for the public sector. ANZSOG was created in 2002 by government for government, with the active collaboration of its partner universities.

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

We support the development of better educated, informed and motivated public sector leaders and we work to ensure the development of better ideas, evidence and networks. All this delivers public value through better government and ultimately better outcomes for citizens.

As a not-for-profit networked organisation with offices in Melbourne, Sydney, Canberra, Brisbane and Wellington, ANZSOG is uniquely placed to support our government members.

What we do

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.

We support public sector employees to be the best they can be through our world-class education, training, networks and evidence.

We create public value by:

- ▶ Providing tailored education programs to public sector leaders in Australia, New Zealand and the Indo-Pacific region
- ▶ Promoting innovation and being a community of best practice
- ▶ Conducting research and facilitating discussion on issues important to public sector performance
- ▶ Being thought leaders in the public sector who engage and collaborate with governments and universities
- ▶ Providing advice to our government partners
- ▶ Partnering with governments in the Indo-Pacific region to deliver leadership programs that align with Australian and New Zealand foreign policy objectives
- ▶ Supporting our alumni to create networks across jurisdictions
- ▶ Helping to build capability in not-for-profit organisations, which deliver services on behalf of government.



Dean's message

ANZSOG has had a year of consolidation in 2016–17, building our capacity as a leader in the delivery of quality education and research in public administration across Australia and New Zealand.

I took up the role of ANZSOG CEO and Dean in May 2017, following a long career as a public servant in Queensland, NSW, Tasmania and the Northern Territory, and a previous role as a member and Chair of the ANZSOG board. It is exciting to lead a globally recognised school of government with strong partnerships with 10 governments and 15 leading universities, as well as growing links in the Indo-Pacific region.

ANZSOG remains in a unique position to tackle the capability needs and leadership challenges faced by public services. I would particularly like to thank my predecessor, Professor Gary Banks AO, for his immense contribution to ANZSOG during his four years as Chief Executive and Dean, leading the organisation through a very challenging time. I would also like to recognise our foundation Dean, Professor Allan Fells AO. Both Gary and Allan continue to make major contributions to ANZSOG.

I would also like to thank the Board – and particularly the Chair, Finn Pratt AO PSM, who will retire at the 2017 AGM – for their effective, strategic governance of ANZSOG on behalf of our members.

The past financial year has seen ANZSOG continue to expand its work with governments, course offerings and international engagement. We have had a few significant changes in personnel during the year. I would like to pay particular tribute to Professor John Alford, who has announced his retirement from ANZSOG after an extraordinary contribution to our research program and to the quality of our teaching since our foundation.

This annual report outlines the scope of our activities and the impact of our work, including our core educational offerings, Evidence and Evaluation Hub, the John L Alford Case Library and research and publication activities. We have continued to expand our international programs, with our China Advanced Leadership and Reciprocal programs, and the India Advanced Leadership Program allowing us to build enduring public sector ties between our respective governments.

A key focus for the year has been greater engagement in Indigenous public administration issues, particularly working with Australia's Department of the Prime Minister and Cabinet to address the challenges

related Indigenous public administration and policy. This is particularly appropriate 50 years on from the ground breaking 1967 referendum and will culminate in a range of significant events in 2017 and beyond. Our challenge is to ensure our curriculum and programs appropriately respond to and embrace Aboriginal and Torres Strait Islander and Maori issues.

We are continuing to fine-tune our core programs, the Executive Master of Public Administration and the Executive Fellows and Towards Strategic Leadership programs, using participant feedback to ensure they remain relevant sources of practical and theoretical knowledge. Our Applied Learning and Executive Education courses are also providing specialised opportunities for public servants to enhance their existing skills and learn new capabilities

ANZSOG's alumni are one of our biggest assets and we are continuing a process of reaching out to determine what they are seeking from engagement, and how we can continue to work with individuals and groups who have completed programs.

Future priorities include more regular engagement and involvement with our alumni, and a major expansion to both our geographic footprint and our research program in 2017–18.

I am keenly aware that ANZSOG's success depends on the effectiveness of our team, and the appointment of world-class professionals and academics with a commitment to improved public administration. I thank our professional staff and faculty, ANZSOG's Board who very ably represent our member governments and universities, and all our partners and stakeholders for their support over the past year.

Professor Ken Smith
Chief Executive Officer and Dean



Governance

Board

The ANZSOG Board of Directors is as follows:

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

Professor Ken Smith, Chief Executive and Dean, ANZSOG

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

Mr Chris Eccles AO, 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

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

Ms Jodie Ryan, Chief Executive, Department of the Chief Minister, Northern Territory

Dame Karen Sewell, DNZM QSO, Independent Director

Professor Deborah Terry AO, Vice-Chancellor, Griffith University

Members

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

Member governments



Member universities



The year ahead

Priorities for 2017–18

- ▶ Strengthen cross-Tasman and Indo-Pacific geographic focus
- ▶ Reinforce ANZSOG's networked model and establish a presence in Perth and strengthen our presence in Brisbane, Canberra and Wellington
- ▶ Reinvigorate ANZSOG's research and publication program
- ▶ Work with universities to extend formal accreditation to stand-alone subjects currently delivered in the EMPA as well as new subject offerings
- ▶ Develop user-focused IT strategy
- ▶ Embed new organisational structure.



2016–17 highlights



Education

From July 2016 to June 2017 ANZSOG delivered programs, courses and events to more than 7,300 participants.

Applied Learning

Operating in New Zealand, Tasmania, Victoria and WA in 2016-17, Applied Learning works in partnership with member governments to provide learning opportunities that bring challenging and fresh ideas in public policy and public management to wide and diverse audiences of practitioners.

37 events, to a total of 5,020 people.

Evaluation average: 4.4/5 (seminars and workshops)

CEOs Forum

ANZSOG's CEOs Forum brings together government agency heads from across New Zealand and Australia to reflect on challenges in their work with the aim of improving organisational practices and performance. The program centres on strategic management techniques and how to apply these in the world of government. The CEOs Forum has run annually since 2006.

CEOs Forum 2016 (20 participants)

Evaluation average: 4.7/5 overall

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.

57 workshops, to a total of over 1500 people

Evaluation average: 4.5/5 overall

Executive Fellows Program

The Executive Fellows Program (EFP) is an intensive, three-week residential program for senior public sector executives who want to further develop their leadership, management and strategic skills.

EFP 2016 (69 participants)

Evaluation average: 6.3/7 overall



Executive Master of Public Administration

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.

EMPA 2015 cohort – 1 subject (101 participants)

EMPA 2016 cohort – 5 subjects (107 participants)

EMPA 2017 cohort – 3 subjects (92 participants)

Evaluation average: 5.7/7 overall

Forums and roundtables

ANZSOG convenes events that focus on developing the relationship between government and the not-for-profit sector, as well as facilitating ongoing leadership dialogues on key issues.

2 Not-for-profit roundtables (60 participants)

1 Not-for-profit masterclass (16 participants)

2 Data roundtables (85 participants)

1 Education roundtable (14 participants)

1 Evaluation roundtable (34 participants)

International

ANZSOG delivers 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

China Advanced Leadership Program 2016 (23 participants)

Evaluation average: 5/5 overall

China Reciprocal Program 2016 (21 participants)

Evaluation average: 4.6/5 overall

India Advanced Leadership Program 2016 (21 participants)

Evaluation average: 4.7/5 overall

RAZAK Malaysia Navigating Adaptive Leadership Program 2016 (16 participants)

Evaluation average: 4.6/5 overall

Managing Complexity Program 2017 (25 participants)

Evaluation average: 4.8/5 overall

Towards Strategic Leadership

This two-week course is aimed at senior executives or managers in the public sector who have recently moved, or are about to move, into a more strategic leadership role within government or the public sector at large.

TSL 2016, module 2 (40 participants)

Evaluation average: 6.3/7 overall

TSL 2017, module 1 (39 participants)

Evaluation average: 6.3/7 overall

Research

ANZSOG's research addresses key contemporary issues in public administration, policy development and management where information is lacking. Our distinctive approach draws on the strengths of our network of scholars, practitioners and member governments in Australia and New Zealand, favouring collaborative and comparative research that can be of practical assistance to governments and the communities they serve.

Evidence and Evaluation Hub

The Evidence and Evaluation Hub is a centre of expertise developed to strengthen the capacity of the public and not-for-profit sectors to generate and use evaluation and other types of evidence to support decision-making and practice.

Evaluation projects – 3

Monitoring and evaluation frameworks – 3

Research projects – 3

Advisory projects – 4

Convening thought leadership events – 2

Education and training deliveries (open to market and customised) – 4

Research publications – 1

BetterEvaluation digital reach and impact:

- ▶ 934,538 website users, 1,805,850 page views (1 July 2016 – 30 June 2017)
- ▶ 6,016 members, 2,880 Facebook likes, 8,358 Twitter followers

The Case Library

The Case Library is an internationally recognised library of public sector cases and a unique resource centre for the advancement of interactive teaching.

Total number of new cases published in 2016–17: 5

Case titles:

From emergency to urgency: The Canterbury Earthquake Recovery Authority (A) 2016-189.1 and (B) 2016-189.2

Reading the fine print: Contract governance in the privatised Victorian prison sector 2016-184.1

The Canterbury Water Management Strategy: 'Smart management' of collaborative processes (A) 2016-186.1 and (B) 2016-186.2

Delivering services in limbo: Asylum seeker reception in the Netherlands 2016-174.1

Fast forward to a sustainable future for the Canterbury Health System (A) 2016-164.1 and (B) 2016-164.2 and (Teaching Note) 2016-164.3 (Updated case)

As at 30 June 2017:

Total number of cases published = 182

Total number and percentage of cases set in Australia = 90 (49.5%)

Total number and percentage of cases set in New Zealand = 57 (30.5%)

Total number and percentage of cases set in other or fictional jurisdictions = 35 (19.5%)

Publications

Evidence Base journal

- ▶ 2016 issue 3: “Review of the effectiveness of predictive models for mesothelioma to identify lessons for asbestos-related policy”, by Alison Reid, Curtin University
- ▶ 2016 issue 4: “Evaluations of post-disaster recovery: A review of practice material”, by Roberta Ryan, Liana Wortley and Éidín Ní Shé
- ▶ 2017 issue 1: “Using behavioural insights for citizen compliance and cooperation”, by Peter John and Jane Robb
- ▶ 2017 issue 2: “Putting one-stop-shops into practice: A systematic review of the drivers of government service integration”, by Cosmo Howard, Griffith University.

ANU Press monographs

- ▶ Butcher, J. and Gilchrist, D. (eds) (2016). The three sector solution. Canberra: ANU Press and ANZSOG.
- ▶ Dobes, L. (2016). Managing Consultants: A practical guide for busy public sector managers, 2nd edn. Canberra: ANU Press and ANZSOG.
- ▶ Elijah, A., Kenyon, D., Hussey, K. and van der Eng, P. (eds) (2017). Australia, the European Union and the new trade agenda. Canberra: ANU Press and ANZSOG.
- ▶ Podger, A. and Wanna, J. (eds) (2016). Sharpening the sword of state. Canberra: ANU Press and ANZSOG.

Public administration explainers

- ▶ “What is public value?” (April 2017)
– www.anzsog.edu.au/resource-library/research/what-is-public-value/
- ▶ “What is adaptive leadership?” (June 2017)
– www.anzsog.edu.au/resource-library/research/what-is-adaptive-leadership/

Books

- ▶ Di Francesco, M., and Alford, J. (2016). Balancing Control and Flexibility in Public Budgeting: A new role for rule variability. Palgrave Macmillan.

Journal articles

- ▶ Alford, J., Douglas, S., Geuijen, K., and ‘t Hart, P. (2016) Ventures in public value management: introduction to the symposium. *Public Management Review*, 19(5): 589-604.
- ▶ Althaus, C. (2016) Soft diplomacy or hard policy benefits? Exploring the value of cross-jurisdictional learning exchanges in policy and public administration across the Asia-Pacific region. *Chiang Mai University Journal of Social Sciences and Humanities*, 3(1): 1-25.
- ▶ de Jong, J., Douglas, S., Sicilia, M., Radnor, Z., Noordegraaf, M., and Debus, P. (2016) Instruments of value: Using the analytic tools of public value theory in teaching and practice. *Public Management Review*, 1-16.
- ▶ Gunn, A., and Mintrom, M. (2017). Evaluating the non-academic impact of academic research: design considerations. *Journal of Higher Education Policy and Management*, 39(1), 20-30.
- ▶ Hartley, J., Alford, J., Knies, E., and Douglas, S. (2016) Towards an empirical research agenda for public value theory. *Public Management Review*, 1-16.
- ▶ Mintrom, M., and Luetjens, J. (2017) The investment approach to public service provision. *Australian Journal of Public Administration*, doi 10.1111/ 1467-8500.12250.



- ▶ Mintrom, M., and Luetjens, J. (2017). Policy entrepreneurs and problem framing: The case of climate change. *Environment and Planning C: Politics and Space*, 2399654417708440.
- ▶ Mintrom, M. and Luetjens, J. (2016) Design Thinking in Policymaking Processes: Opportunities and Challenges. *Australian Journal of Public Administration*, 75(3): 391-402, doi:10.1111/1467-8500.12211
- ▶ Sturgess, G. (2017). Just Another Paperclip? Rethinking the Market for Complex Public Services. *Business Services Association*, 31 March.
- ▶ Sturgess, G., Argyrous, G., and Rahman, S. (2016). Commissioning human services: Lessons from Australian convict contracting. *Australian Journal of Public Administration*.
- ▶ Sturgess, G. (2016) A Government affair? Reassessing the contractual arrangements for Australia's First Fleet: The first of a two-part analysis. *The Great Circle*, 38(2): 1-25.
- ▶ Wanna, J. (2016). Commonwealth of Australia January to June 2016: Sword of Damocles hangs over the Senate – Assent or risk a double dissolution. *Australian Journal of Politics and History*, 62(4): 608-613.
- ▶ Wanna, J. (2016) Commonwealth of Australia July to December 2015: "They took some honey, and plenty of money..." Prising Bronwyn Bishop from the speakership, a prelude to leadership transition. *Australian Journal of Politics and History*, 62(2): 282-287.

Research grants:

Five research grants totalling \$222,051 awarded in 2016–17:

- ▶ Working across sector boundaries for public purposes: Identifying success factors in collaborations between public, not-for-profit and private sector actors
Dr John Butcher – ANU
Prof David Gilchrist – Curtin University
Prof John Wanna – ANU
- ▶ Collaborative governance under the National Disability Insurance Scheme: A social network approach to mapping and analyzing emerging innovation
Dr Gemma Carey – UNSW Canberra
Dr Helen Dickinson – UNSW Canberra
Prof Shelley Mallett – Brotherhood of St Laurence and Uni of Melbourne
Dr Damon Alexander – Swinburne Uni
Prof Anne Kavanagh – Uni of Melbourne
- ▶ Where next for public management? Lead and lag indications from public sector practice in New Zealand and Australia
A/Prof Karl Lofgren – Victoria University of Wellington
Prof John Alford – ANZSOG and the Melbourne Business School, Uni of Melbourne
A/Prof Michael Macaulay – Victoria University of Wellington
A/Prof Michael Di Francesco – ANZSOG and UNSW
- ▶ Building trust, driving innovation: Exploring 'collaborative commissioning' in three cross-sectoral partnerships
Prof Shelley Mallett – Brotherhood of St Laurence and Uni of Melbourne
Dr Danielle Thornton – Brotherhood of St Laurence
Dr Eve Bodsworth – Brotherhood of St Laurence
- ▶ Cross sector collaboration in co-design and co-production – what supports meaningful and inclusive participation?
Prof Patricia Rogers – ANZSOG and RMIT
Kaye Stevens – RMIT



ANZSOG's impact: highlights of 2016–17

ANZSOG's impact at the individual level – Justin Rowlands

ANZSOG's Executive Fellows Program (EFP) has been the inspiration for a new 2016–17 program in New Zealand's Department of Internal Affairs (DIA) aimed at harnessing employees' ideas for innovation, and leading to better service for its customers.

Justin Rowlands, DIA's then General Manager for Customer Services, was part of the 2016 intake in the EFP – and says that the program inspired him to think more deeply about how to drive improvement in his organisation.

"The EFP is a fantastic program, particularly for New Zealand which is a tight market to get this kind of experience," Justin said.

"I've been an operational manager at seven or eight different agencies over 25 years. I was comfortable with that but what I was missing was the link to implementing strategy. That strategic thinking is a skill that many of us are not born with, but it's something we can learn.

"The conversations you have over the three-week program are really inspiring and make you look at things differently, the process of asking different questions to the ones you usually ask is a really valuable skill to have.

"The 'strategic triangle' concept, for example, is something that resonated with me. It was a real benefit to be able to pitch ideas in that format, and I did sometimes think 'if only I'd known that before'."

When Justin returned to DIA in late 2016, he began to think about what he could do to use what he had learnt at the EFP.

DIA has a broad array of functions and nurtures New Zealanders' history and identity records of birth, marriage, death and citizenship.

"One of the things that I took away from the program is that it's OK to be in a space where things are not absolutely clear. Setting out a direction of travel can be more important than waiting for the ideal conditions or waiting for perfect form. It's OK to be a bit flexible," he said.

Justin decided to try and generate innovation within DIA, by bringing in a process to capture and act on ideas from people across the organisation.



“We talk a lot about the customer being at the centre of everything we do, but I wanted to make sure that we did everything we could to make sure that was more than just transactional.

“We have an array of products and services that we offer, some are available online, some over the phone and in person but we lacked a clear and real-time picture of our customers’ perspective.

“For example we ran customer satisfaction surveys every month, and the results were always that 90 per cent of our customers said they had a good experience – which meant we really didn’t focus on the verbatim feedback that they gave us, or their comments about frustrations with services or channels.”

To try and get a better understanding of how things could improve Justin spent more time on the “gun deck” – in the business, at counters and in customer situations. He realised that DIA was not capturing everything frontline staff knew about customers’ experiences or their ideas for how services could be made better.

To change this, he created an “Insights and Improvements” (I&I) team to communicate with staff about ideas for improvement and capture in real-time what customers were saying about how to improve services.

“You pick up some brilliant one-liners and one that stuck with me was Mark Moore’s harnessing ‘the restless, value-seeking imaginations’ of people. I was looking for staff who wanted to be innovative but were buried so deep within the organisation that their voices were hard to hear,” Justin said.

“The best way to improve things for our customers was to do a better job of listening to the people who serve them.

“Our I&I team of four was drawn from people from across our customer-facing operations, they are a young crew who had a mandate to talk to our people, listen to what they were saying and collect that information and put it into a form we can use to drive improvement.”

As well as consulting across the organisation in early 2017, the I&I team has set up an email address for people to make suggestions. DIA now has around 300 ideas for improvements from the frontline, which they are examining, and working out which can be implemented and how.

“A simple example is one that came from our contact centre,” Justin said.

“They take a lot of calls from people becoming NZ citizens who want to make some kind of special arrangement for their citizenship ceremony. This takes a lot of time for our people to resolve, and ends up with the customer having to make multiple calls to us and the venue where their ceremony is being held.

“When we talked to staff, we realised that half of the letters we send to people becoming citizens do not have contact details for those venues – by fixing that we were able to save hundreds of hours of our staff time, and make it easier for customers.

“That’s simple, and obvious in hindsight, but it’s something we had never thought to do before.”

Justin said it was not yet possible to quantify the full benefits of the I&I team’s work, but it was clear there had been a change of culture and that staff morale had lifted.

“I think we have done something that could be replicated in other organisations, but part of its success is that we developed something that was designed specifically for us.

“There was a bit of a ‘leap of faith’ to it, in the sense that we had to start it with no guarantee of success and without knowing exactly how it was going to work.

“That’s where the EFP was important. It gave me the confidence to try something different.”



ANZSOG's impact at the organisational level – NDIA evaluation project

ANZSOG has been working to ensure the rollout of the National Disability Insurance Scheme (NDIS) – the biggest Australian Government social policy initiative in a generation – is a success.

Since late 2016, ANZSOG's Dr George Argyrous, Keryn Hassall and Sara Rahman have been working closely with National Disability Insurance Agency, the statutory agency charged with implementing the NDIS, to improve the efficiency and effectiveness of its grants process.

The Information, Linkages and Capacity Building (ILC) program is an integral part of the NDIS working alongside individualised funding to people with disability to improve the social and economic inclusion of all people with disability, whether receiving individualised funding or not.

The funding to organisations for information, linkages or capacity building is separate from the NDIS's delivery of packages to individuals. However, the ILC's commissioning process is more than a simple funding mechanism, it has a long-term strategic goal of cultivating a healthy market of activities to achieve outcomes for people with disability.

Dr Argyrous was also involved in an expert reference group consulting on the development of the ILC outcomes framework.

Dr Argyrous said the NDIA had developed a commissioning framework for a grants program in the ACT in 2016 but decided they needed an evaluation of the program to ensure it was as effective as possible.

"They decided that ANZSOG had the capacity to provide it. From our point of view it is great to be involved in the biggest government social program in 30 years and something that will test the government and private sector's capacity to deliver a large-scale program.

"We were very creative in terms of what they needed, because they were still trying to work out what they wanted to achieve from the grants process as well as from the evaluation.

"The NDIS is being rolled out quickly, and the organisations involved are learning as they go. As a result we were required to deliver very regular feedback – often on a weekly basis, as the NDIA was attempting to refine its processes during the second grants round."

Dr Argyrous said one of the key parts of the advice they gave to the NDIA through 2016–17 was around ensuring they could use their grants process to build capacity, rather than just measure outputs.

"I hope the advice we are giving has led to more outcome-focused process which is going to improve the operation of the NDIS and the disability services sector as a whole."

The evaluation report is being used by the NDIA to enhance the process for commissioning ILC activities across the country. The report – which is still being considered by the NDIA – provided 11 recommendations to assist the ILC program to better achieve its objectives, including improvements to the commissioning approach and changes to the grant processes.

Dr Argyrous said he was optimistic the NDIA understood the challenges of implementing the NDIS.

"They are aware of the issues around implementation and the importance of evaluation, given that the program will be rolled out so quickly. They are using the NDIS trials to build their knowledge of what works and what does not," he said.

ANZSOG's impact at the jurisdictional level – working with the Tasmanian State Service to lift senior executive capability

ANZSOG has been working to lift the capability of senior State Service executives in Tasmania by designing and delivering a pilot Senior Executive Leadership Development program for the Tasmanian State Service (TSS).

Development of the program began in 2016 after a request from the State Service Management Office (SSMO), on behalf of the Head of the State Service, which had conducted its own capability review of executives and highlighted areas where they wanted to build knowledge. ANZSOG worked with the SSMO and a reference group of three Deputy Secretaries to design a program that would strengthen understanding in these key areas, as well as enhance cross-agency collaboration.

The SSMO saw designing a program from scratch as the best way to create a tailored, consistent program, which could incorporate expertise from outside Tasmania, and which could target the capabilities required by the 40 senior executives involved. A decision for senior executives to do the program as a group was designed to help break down silos and build stronger connections between the senior levels of departments.

The first of three sessions was held in April 2017, with two later in the year.

ANZSOG selected faculty for each program, based on the TSS's requirements, with a mix of practitioner and academic experience. These have included Associate Professor Catherine Althaus, Dr Zina O'Leary, Dr Liam Smith and former Victorian Government department head Yehudi Blacher. Former Tasmanian Premier David Bartlett will also be involved.

Modules include, Research and Data, Using Evidence in Decision-making, Influencing Human Behaviour, Better Evaluation in Government, and Managing Risk. As well, senior executives participate in panel discussions, and are involved in group work-based projects. The group work-based projects have taken many senior executives out of their comfort zones and have allowed them to apply their skills in new areas and work with colleagues from across many government departments.

The course has provided an opportunity for senior executives to be exposed to experience and expertise not previously been available in Tasmania. It has created an environment of collaboration where senior executives can discuss challenges facing the Tasmanian State Service, and outline their visions for the future.

As a small jurisdiction, Tasmania was an ideal place for ANZSOG to run this kind of innovative program. Working closely with the TSS proved to be an effective way for ANZSOG to use its unique expertise and access to academics and practitioners to customise learning for a jurisdiction. The program also could be expanded or tailored to suit other governments and jurisdictions.

The program has received strong positive feedback from the TSS and the senior executives involved. It is expected to be repeated in 2018 with a different set of participants.



ANZSOG grant funds documentary of Tasmania's Family Violence Action Plan

ANZSOG's competitive research grants program for 2016–17 has funded a mini documentary on the creation of the Tasmanian Family Violence Action Plan.

A research team led by Associate Professor Dennis Grube from the University of Tasmania, and including the University of Tasmania's Associate Professor Heather Lovell, set out to complete research-level case studies on institutional memory in collaborative leadership environments. They selected the creation of the *Tasmanian Family Violence Action Plan, 2015–2020* as one of four case studies, and one of two topics to showcase in a mini-documentary.

The plan is the Tasmanian Government's co-ordinated multi-agency approach to respond to family violence and the issues associated with it. Agencies involved include the Department of Justice, Department of Police and Emergency Management, Department of Education, Department of Health and Human Services and the Department of Premier and Cabinet.

The research team has completed a major article on the project, which draws on some of the learnings from the Tasmanian case. That article is currently under review with the leading international journal in the field, *Public Administration*. The research team will also present a masterclass on the findings to ANZSOG alumni.

The document and accompanying article provide a record which can be used to share the experience and knowledge developed in the creation of the plan.

The Tasmanian Department of Premier and Cabinet is applying for the Prime Minister's Award for Excellence for their family violence policy, and is using a copy of the documentary to support their application.



ANZSOG's impact in the region – India Program

ANZSOG's involvement with India region has continued with the 2016 India Advanced Leadership Program (IALP) bringing another cohort of senior Indian public servants to Australia to learn, and the development of a new program for mid-career Indian public servants.

The IALP began in 2013 as a way of building closer ties with governments in India, and using ANZSOG's expertise to lift the quality of governance.

The group of 21 representatives included departmental secretaries, additional secretaries and joint secretaries from the Indian Government as well as from the state governments of Madhya Pradesh, Odisha, Uttar Pradesh, Haryana, Rajasthan and Jammu and Kashmir. The delegation included the Secretary of the Department of Industrial Policy and Promotion and the Secretary of the Ministry of Urban Development.

Their one-week program, which took place in August 2016, was developed by then ANZSOG Dean Gary Banks and Dr Jeff Harmer in partnership with the Indian Ministry of Personnel, Public Grievances and Pensions. It focused on leadership and strategic policy and covered such topics as innovation and collaboration in government, public sector and economic reform, infrastructure and public/private partnerships, sound governance and integrity in public administration and leading organisational change.

The program was based at the University of NSW and the University of Melbourne and, as well as Professor Banks and Dr Harmer, participants were addressed by ANZSOG faculty member Professor John Wanna and Blair Comley PSM and Chris Eccles AO the respective Secretaries of the NSW and Victorian Departments of the Premier and Cabinet.

As part of the program, the group undertook a tour of Royal Prince Alfred hospital in Sydney, where they visited the hospital's Institute of Academic Surgery and the emergency and medical imaging departments. The group was also treated to a tour and dinner at the Melbourne Cricket Ground, featuring former Australian Test captain Ian Chappell.

In March 2017, ANZSOG expanded its engagement with India with the delivery of a bespoke program for 25 mid-career Indian public servants built around the theme of managing complexity. Delivered in Melbourne, the program focused on policy development, implementation and improvement in traditionally difficult areas of public policy.

There are now 140 ANZSOG alumni in senior positions in India's civil service. For many, their ANZSOG program was their first experience of Australia and New Zealand. As well as learning about our politics and government, they have been exposed to our cities, our cultures and our hospitality. These programs complement the efforts of our member governments to establish goodwill and personal links in the region in support of their wider soft diplomacy objectives.

The program is a vital cultural exchange and serves to build links with a nation that will become increasingly important for Australia's future. The program's success has ensured it will be run again in 2017 and beyond.

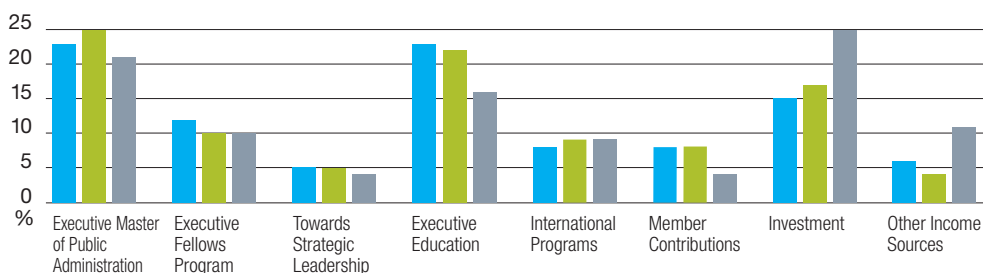
ANZSOG is also currently working on the design of an outbound India program to allow senior Australian public servants to visit India, engage with and learn from their Indian counterparts.

Financials in brief

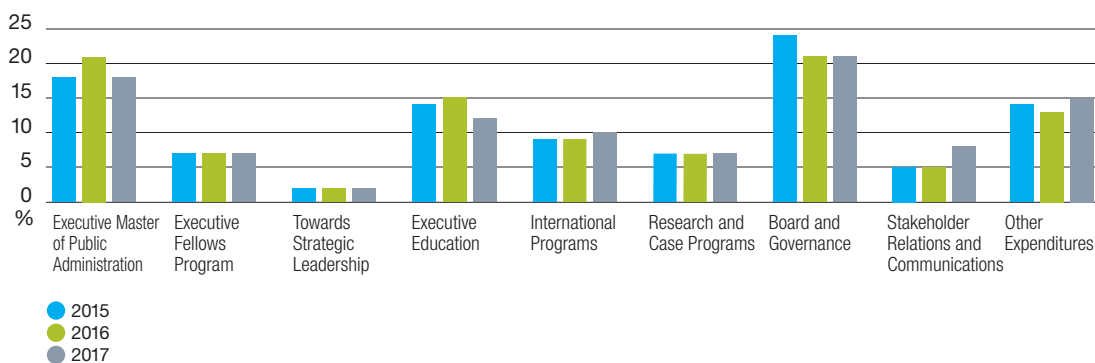
ANZSOG is incorporated in Australia as a company limited by guarantee. The Australian Taxation Office has endorsed the company as an income tax exempt charity and accordingly the entity is exempt from income tax and eligible for GST concessions. The company is funded by annual contributions from its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

In the 2016–17 financial year in response to increasingly competitive market conditions, ANZSOG committed to an investment in information and communication technology (ICT) to improve the stakeholder engagement experience, leverage digital platforms for service delivery and increase internal efficiency. In addition, to diversify its revenue base, ANZSOG also expanded into advisory services after the establishment of the Evidence and Evaluation Hub, while retaining all existing education and research programs.

Income sources

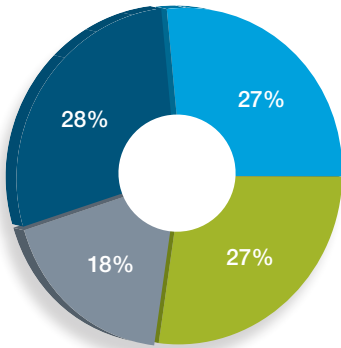


Expenditure



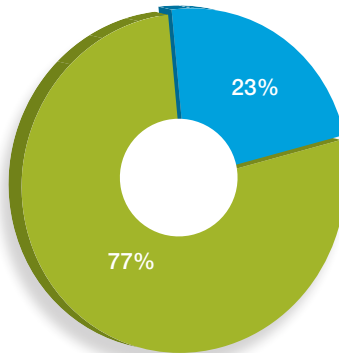
Workforce metrics: workforce composition

Age



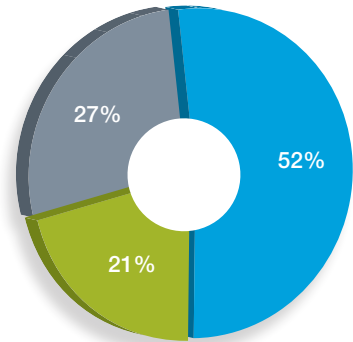
- 21-30 years old
- 31-40 years old
- 41-50 years old
- 50+ years old

Gender



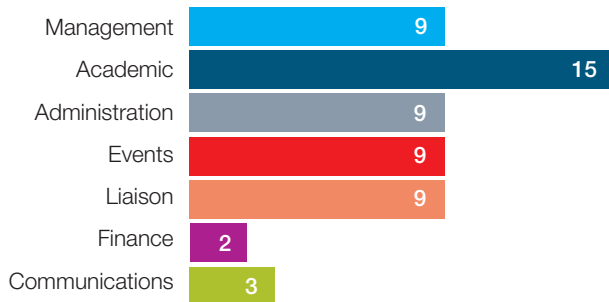
- Male
- Female

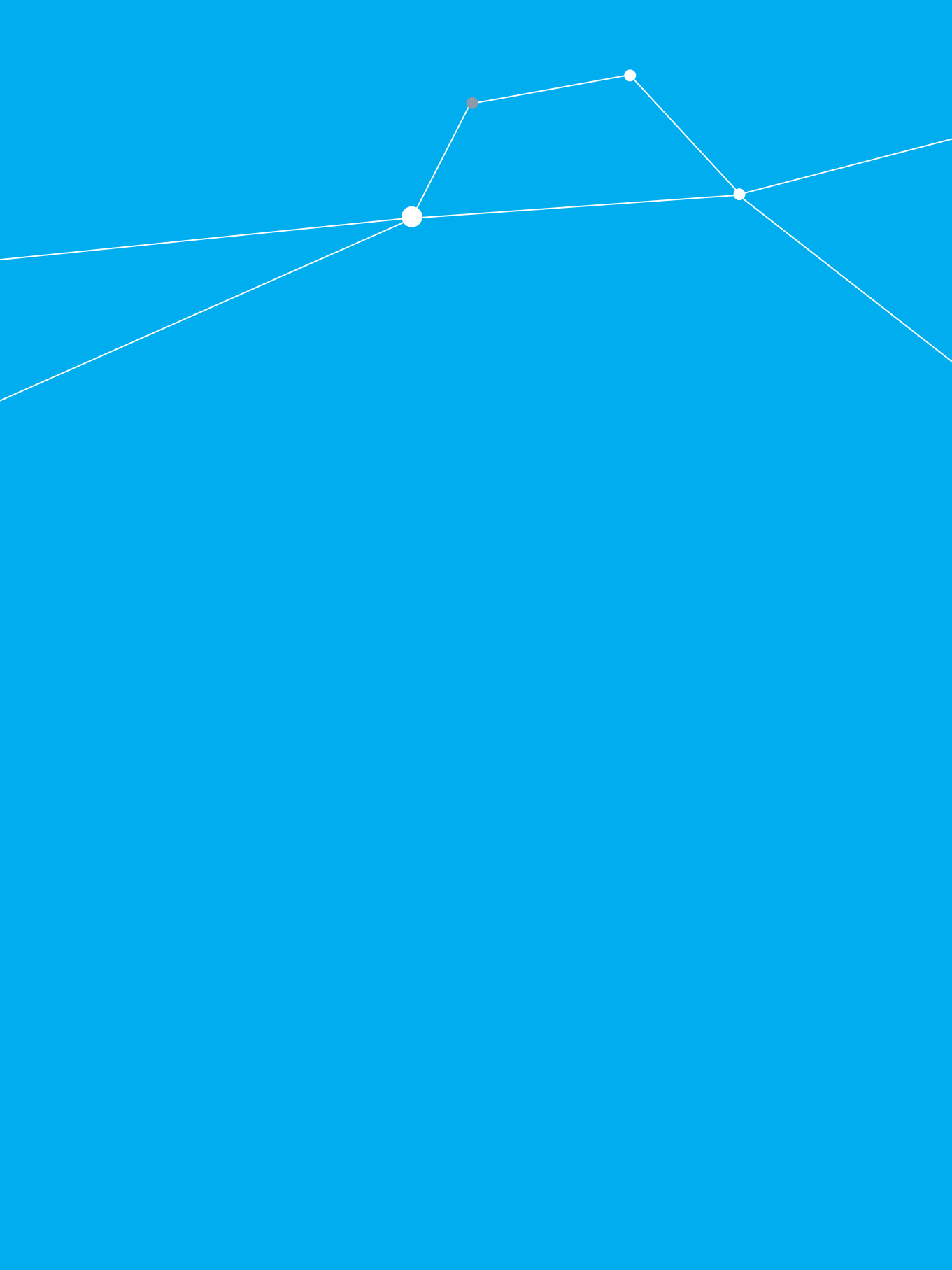
Length of service



- 0-3 years
- 3-7 years
- 7+ years

Workforce by role type





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