



ANZSOG submission

‘Reform of the State Sector Act 1988: Directions and options for change discussion document’

October 2018

Owned by and working for Australian and New Zealand governments.
We acknowledge the Traditional Custodians and First Peoples of
Australia and Māori, as tangata whenua and Treaty of Waitangi
partners in Aotearoa-New Zealand.

Contents

Executive summary and key recommendations	1
Introduction	4
Part One – Opportunities and Gaps	6
(i) Improving policy quality and capability	6
(ii) Creating public value through innovation	7
(iii) An integrity infrastructure to build public value and strengthen public trust	9
Part Two – Public Sector Reform: Tips, Traps and New Talents	11
Part Three – ANZSOG as a Partner in Reform and Building a Capable, Agile Public Service	14
Part Four – Comments on ‘Directions and Options for change’	17
1. Chapter 1. Overview	17
2. Chapter 2. The Case for change	17
3. Chapter 3: The unifying purpose, principles, and values of the NZ Public Service	19
4. Chapter 4. Responding to the Needs and Aspirations of Māori	21
5. Chapter 5. People	22
6. Chapter 6. Organisational Arrangements	23
7. Chapter 7. Leadership of the Public Service	24
8. Chapter 8. Capability of the Public Service to Serve successive governments	27
9. Chapter 9. A New Public Service Act	28
Conclusions and Areas for Attention	29
References	30
Attachment: ANZSOG. <i>Shaping your future.</i>	34

Executive summary and key recommendations

ANZSOG is pleased to provide a submission in response to the Reform of the State Sector Act 1988 discussion document. The submission has been prepared by individuals in the ANZSOG network and is not representative of a formal ANZSOG submission but has been prepared to contribute to the discussion about this important reform process. It has not been approved by the Board of ANZSOG, and therefore does not reflect any official policy position of the Board or the Company.

We congratulate the New Zealand Government for providing an opportunity for open discussion on proposed changes to the State Sector Act 1988. The Act is important for articulating the overarching purpose, values, organisational arrangements and ways of working that underpin New Zealand's system of public administration. Given the significant changes in society, technology and knowledge since 1988, it makes sense to undertake a comprehensive review of the Act. A new Act will provide a vehicle for restating, codifying, and future-proofing the democratic and constitutional principles of the Public Service.

In terms of the specific proposals we recommend:

- Revisiting the problem definition to test that the main presenting problems in the current Public Service, or new opportunities, have been adequately articulated. We recognise that the problem definition and case for change will both have been further informed by the discussions and workshops held with public servants and in public submissions.
- Reviewing changes enacted as part of the previous Better Public Services reforms and using the lessons learned to inform the development of these proposals (specifically in relation to the functional leadership model, System design toolkit/machinery of government changes, and leadership insights and development).
- Reconsidering how to enable a 'joined-up' and unified Public Service and the relative strengths of 'soft levers' versus 'standard terms and conditions of employment' (which could well have unintended consequences on mobility and agility).

We recommend more detailed analysis in areas included in the discussion document which may be out of scope of the review of the Act itself:

- On developing a holistic joined-up approach to meet Treaty obligations to improve outcomes for Māori, including policy capability and responsiveness, machinery of government arrangements and building and leveraging the Māori cohort of the Public Service to improve policy capability and services responsive to Māori.

- On systems processes and capabilities for more ‘anticipatory governance’ (futures, policy and other stewardship) and for taking care of tomorrow today, drawing on the international research of Professor Jonathan Boston.

We recommend new work be commissioned in three additional substantive areas that would be usefully addressed in the context of this reform process. We recommend a systems or ‘infrastructure’ approach to:

- Improving policy quality and capability (building on the foundations of the previous Policy Project policy improvement frameworks)
- Creating public value through innovation (building the innovation ecosystem by drawing on existing pockets of capability, understanding organisational innovation capability, and developing an authorising environment that enables, supports and rewards public entrepreneurial behaviour including experimentation and innovation)
- An integrity infrastructure to build public value and strengthen public trust (broadening the approach to integrity to go beyond the focus on individual public servants and their conduct, to look at the concept of institutional integrity systems underpinning state sector institutions and the role of the Public Service overall in creating public value and public wealth).

In general, we suggest that there is a need for a systematic research program to support ongoing innovation in the public service.

In terms of **the reform process we recommend** that the New Zealand authorities continue to engage with public servants and the public generally. Drawing on international research, we have condensed 5 critical success factors for public sector reform: clarity, collaboration, co-ordination, communication, and capability.

All governments need to think hard about the structures they have in place and their on-going fitness for purpose. They need to build the capabilities of the people who lead and work in them and ensure that cohorts of young people continue to choose public service careers. Whatever the level – new entrant or seasoned leaders – the knowledge and capabilities required of public servants must be consciously learned and continuously reinforced. Values and dispositions such as impartiality, integrity, and the spirit of service are not innate. They must be deliberately nurtured and acquired through specific education and training.

ANZSOG considers capability as the ‘defining strength’ of any organisation and indeed, of the overall Public Service system; the combination of skills, knowledge, systems, procedures, decision-making practices, and other factors that enable effective action towards its purpose. Much of the growth in organisational capability for the New Zealand Public Service will come from building the skills and capabilities of public servants, which is a focus for ANZSOG as a teaching organisation.

We have identified specific areas in this submission where ANZSOG can contribute, both related to the New Zealand Public Service Act proposals and where we think there is a need for more investigation and focus. Our offerings draw on our following capabilities:

- **Education and development:** We can help to build the skills base and capability of the New Zealand Public Service. We aim to provide the 'supply' of educational offerings to meet the Public Service's capability 'demand' (for example, in policy design and delivery, public management, innovation, ethics and integrity, futures and foresight, and management and leadership).
- **Develop internal research capacity and development:** We can help to grow research capacity where it already exists and incubate it where it may not. We can develop a suite of learning and development offerings that enhance the capacity of the New Zealand Public Service to commission internal and external advice, including exercising judgement about different types of evidence and research etc. (as recommended by the New Zealand Productivity Commission).
- **Enrich debate through research, evidence and experts:** ANZSOG produces and commissions research on key contemporary issues in public administration, policy development and management. This research supports the development of high quality policy advice and policy-making throughout the public sector and enhances the knowledge and capability of public managers and leaders. ANZSOG is committed to a demand-driven research approach in active collaboration with its government owners. We can provide applied research to help build the evidence base, including facilitating access to, and drawing lessons from, other jurisdictions, international literature, and commentators (including bringing international experts to New Zealand to engage with public servants and leaders). Through our growing research fund, we can prioritise policy and practice challenges faced by Australian and New Zealand governments, working closely with them in the commissioning, supervision, and quality assurance of research projects.
- **Connect and collaborate:** We can provide safe forums for discussion, to build new collective insights and to develop and enhance relationships (within and across jurisdictions and with external partners).
- **Review and evaluation:** We can be a neutral 'critical friend' for evaluation, review and insights (including engaging discretely with politicians and their advisers).

Introduction

The New Zealand government, like others around the world, operates in a context characterised by volatility, uncertainty, complexity, and ambiguity - or what has been coined the 'The VUCA world' (van der Wal 2017). These characteristics are not new, but the speed of change is. Citizens turn to government for support and assistance in times of change or disruption. Governments therefore need to build and structure their capabilities to strengthen their systems of resilience and preparedness. This requires public sector investment in information, capabilities, and strategies that project into the future. Complex challenges require capability to coordinate actions from multiple agencies, including more openness to partnering with non-governmental entities – the private sector, not-for-profit organisations, and citizens in their communities. Innovative solutions to meet citizen expectations increasingly involves a degree of risk-taking and experimentation to identify what needs to be done, who should do it, and how. How the state functions is obviously very important; the state of the state matters.

We congratulate the New Zealand Government for providing an opportunity for open discussion on proposed changes to the State Sector Act 1988. The Act is important for articulating the overarching purpose, values, organisational arrangements and ways of working that underpin New Zealand's system of public administration. Given the significant changes in society, technology, and knowledge since 1988, it makes sense to undertake a comprehensive review of the Act. A new Act provides a vehicle for restating, codifying, and future-proofing the democratic and constitutional principles of the Public Service.

We are mindful that significant amendments to the Act were also enacted as part of the relatively recent Better Public Service Reform programme. This current review is an opportunity to reflect on lessons learned from that and other reform programmes, what worked and what didn't, and the extent that legislative change will deliver the desired improvements in the Public Service and public administration, and what other strategies will need to be put in place to support any changes in statute. It provides an important forum for examining remaining problems in the current system, to seize opportunities created by new technologies, data sources, analytical methods, and partnerships, and to identify and address lingering gaps in organisational or system capability.

There have been a number of public sector reform programmes in New Zealand since 1988; the Logan Report (1991), Review of the Centre (2001), and most recently Better Public Services (2011). The current reform process should also reflect on the 'how' of reform. How are reforms implemented and embedded into the day to day operations of government? Recent research on how to make reform or change 'stick' offers some vital lessons. It is important to design flexibility into the system, so it can evolve and adapt to changing environments. 'Reform fatigue' is a common complaint within the New Zealand public service and indeed other public services internationally.

As an organisation with strong capability in leadership training and the commissioning of public-sector oriented research projects, ANZSOG stands ready to support the New Zealand government on these issues and challenges. In considering our response to the proposals in the discussion document, we have reflected on the current and future challenges facing the New Zealand Public Service, its existing capability, and what insights might be gained from contemporary international research on public sector capability. Our comments are offered as a company fully owned by the New Zealand Government (and the Australian Commonwealth and states and territories). \

This submission is organised into four parts:

- **Part One** outlines areas where we think the review process may need more emphasis (including with respect to the Act)
- **Part Two** comments briefly on the developing body of literature and lessons relevant to the process of designing and embedding public management reforms
- **Part Three** describes where ANZSOG is well placed to contribute to the reform process and ongoing improvements in New Zealand's public administration and Public Service capability.
- **Part Four** comments directly on the detailed proposals outlined in the discussion document

Part One – Opportunities and Gaps

We suggest that there are three important areas which the Reform of the State Sector Act discussion document should address in more detail. These are:

- Improving policy quality and capability
- Creating public value through innovation
- An integrity infrastructure to build public value and strengthen public trust

(i) Improving policy quality and capability

A high-performing New Zealand Public Service can best serve the New Zealand community and deliver responsive and high-quality services when it also has the capacity to deliver high quality policy advice. Concerns about inconsistent quality in policy advice across government and capability gaps have been articulated in various New Zealand reviews over the past 25 years. They were well articulated in the diagnostic that provided the rationale for the Policy Project (Policy Project, 2014). In our recent submission to the review of the Australian Public Service, we recommended the Australian administration investigate models for sector-wide capacity building for policy development and pointed to the Policy Project as a useful model for building capability. We noted the importance of the operating model of the Policy Project collaborating with the policy community to co-produce policy improvement frameworks, tools and methods and to facilitate an active policy community (ANZSOG, 2018).

A recent paper on the Policy Project noted that “Future impact will depend on the Policy Project being a constant source of fresh material on policy methods and their application, on it actively supporting departments in their policy improvement journeys, and on it continuing to nurture and facilitate networks across the policy community” (Washington and Mintrom, 2018). It would be valuable to both the New Zealand and Australian public services (and potentially other jurisdictions) to review the function and progress of the Policy Project, and to highlight areas where attention is required, notably:

- Capability for strategic and futures advice related to policy stewardship
- Methods for more citizen-centred and participatory policy design (behavioural insights, design-thinking, the investment approach) including who should have input into advice provided to

government and how that should happen; a focus on developing a diversity of approaches for engaging with communities (from citizen surveys through to more in-depth deliberative processes), and the role of research (from arms-length competitively commissioned pieces of research, through to collaborative, long-term co-produced research, evidence and advice)

- Data analytics and better use of evidence in policy advice and design
- Commissioning processes, as articulated by the NZ Productivity Commission
- Options for measuring the quality of policy advice, of agencies and overall (building on the Policy Quality Framework)
- Costs and benefits of compulsion versus voluntary use of frameworks and tools related to assessing policy quality and policy skills
- Exploring the role of ministers in high quality policy advice (commissioning, expecting and receiving free and frank advice). This was referred to as the 'demand side' in early Policy Project papers (Policy Project, 2014).

ANZSOG is well placed to carry out a 'lessons learned' review of progress in building policy capability. This could be separate or linked to a broader review of the functional leadership model.

ANZSOG also has expert capability to provide research and other inputs into substantive policy advice through, for example:

- Commissioning a portfolio of research projects, undertaken by experts from New Zealand and abroad, that provide robust sources of advice.
- Drawing together members of the New Zealand Public Service to explore complex issues and develop their capacity, individually and collectively, to respond to these.
- Brokering access and relationships with international thought leaders.

(ii) Creating public value through innovation

The Better Public Services (BPS) Advisory Group Report noted that innovation in the New Zealand public management system is currently "stifled by a lack of capability, an undue degree of risk aversion on the part of chief executives, boards and Ministers and little consideration of how to manage risk in this context" (BPS, 2011, p.20). In August of this year, the New Zealand Productivity Commission similarly lamented risk aversion in the state sector arguing that "innovation is key to state sector productivity improvement" (Productivity Commission, 2018). "There are organisational characteristics that make an agency more (or less) likely to innovate or adopt new ways of working. Political and external environments also make a difference to whether state sector agencies are encouraged to innovate to improve productivity" (Productivity Commission, 2018, p.12).

ANZSOG submission

'Reform of the State Sector Act 1988: Directions and options for change discussion document'

In 2012-13 the State Service Commission examined innovations in the Public Service following the earthquakes in Canterbury and drew lessons about how to support and enable innovation and innovation capability. Ministers were provided with analysis on moving from “innovation by necessity to innovation by design” (Deputy Prime Minister, Minister of State Services, 2012). The SSC Seismic Shifts programme produced a number of case studies; one focused on innovation capability and the characteristics of innovative organisations (SSC, 2013, Washington and Groves, 2013), which included the following:

- The importance of leadership, clear goals and strategy to embed a culture of innovation
- Permission, a tolerance for experimentation, risk-management and rewards as key components of the innovation enabling environment
- Customer focus, engaging stakeholders and soliciting ideas from diverse internal and external sources as key inputs to innovation
- Capability and skills in innovation disciplines/methods supported by resources (funding, time and space) as the organisational tools for innovation.

The research questions from the case studies were mooted as a potential foundation for an innovation capability organisational self-assessment tool. Five years later the Productivity Commission’s recent report suggests little has changed and proposes a similar list of characteristics of organisations that are more likely to generate or adopt innovation.

There have been some important developments in the innovation ecosystem in the New Zealand Public Service. Pockets of capability have developed, such as the Auckland Co-design Lab and the Service Innovation Lab in the Department of Internal Affairs, and more agencies now have some service design capability or ability to use design and innovation tools and techniques. ANZSOG has helped to facilitate and support this growth by bringing innovation experts to New Zealand – such as David Albury, Director of the UK Innovation Unit, and Professor Jeanne Liedtka, who teaches design-thinking at the Darden School of Business (University of Virginia), and more recently, New York University’s Professor Beth Noveck – to speak to public servants (including to senior leaders in sessions facilitated by the Policy Project). This is important, but the experience of other jurisdictions indicates there needs to be a system-wide approach to innovation.

Public sector innovation is not just about invention, it is about taking new ideas and public investment to scale to build public value and through this, public wealth. Such ideas can be evolutionary – incremental and generated based on the limitations of existing solutions (‘doing things better’), and revolutionary – radical and non-linear changes to create novel offerings (‘doing better things’). The discussion document on which this submission is based proposes that some of the required tools and methods for innovation could be found in “new or changed organisational forms” (p.23). But changing structures is not likely to result in big changes in innovation capability or activity. Instead a deliberate and systemic approach to innovation is required, to join-up and scale-up pockets of capability, build overall capability to experiment, and to examine the authorising environment for innovation, or what David Albury refers to as “creating the conditions for radical public service innovation” (Albury, 2011). In the context of ANZSOG courses and

events, public servants talk about the lack of support for experimentation and the career risks inherent in trying something new (and failing).

ANZSOG is well placed to support the New Zealand Public Service develop its innovation infrastructure, including through, for example:

- reviewing, mapping, and identifying gaps in the current innovation ecosystem (capabilities, activity, accountabilities, authorising environment for supporting and encouraging innovation)
- research to develop an informed agenda for any structural changes intended to enhance innovation culture and practice
- research on innovation methods and where they are best applied (deliberative, collaborative, and experimental lab-based approaches; rapid research and data sprints; engagement and citizen participation for co-design, co-production and co-delivery)
- providing virtual or actual space for government, universities, communities, and others to experiment, including together, with new ways to tackle policy and delivery challenges
- preparing current and future leaders to be equipped and willing to recognise new ideas, encourage and support staff to innovate, take positive well-assessed risks, embrace measured disruption and implement effective innovative policies and programmes.

(iii) An integrity infrastructure to build public value and strengthen public trust

New Zealand continues to rank the highest of all global jurisdictions in a range of measures on trust and transparency. New Zealand tops the list of 180 countries surveyed by Transparency International (Transparency International, 2018). New Zealand also scores highly on measures of openness, ranking second on the International Civil Service Effectiveness Index (InCiSE, 2017), a ranking that will be enhanced by the recent announcement that Cabinet Papers will, from January 2019, be released after 30 business days (Hon C. Hipkins, 2018).

Integrity is critical for an effective public sector and building public trust. However, governments often seek to build integrity through a rule-based regime that views the issue of integrity very narrowly as simply the absence of corruption. Systems for integrity consequently focus on processes to identify and punish wrong-doing (including encouraging whistle-blowing and related protections). The opposite of corruption could instead be viewed as a high-performing, innovative public servant striving to build public value and public trust. This is an aspirational conception rather than a bottom-line 'stick to the rules' articulation of integrity. Governments also need to think about the role of institutions in supporting and enabling performance and integrity. Dr Nikolas Kirby (Director of the Building Integrity in Government Program at Blavatnik School of Government at Oxford University) argues that measures aimed at individual public servants misses the main point that we need to re-establish trust in institutions and through them the behaviour of individual public servants (Kirby, 2018). And going even further, governments need to

consider the public service 'infrastructure' and the systems and processes that interact to create an environment that is conducive to integrity, performance and creating public value.

We applaud New Zealand's renewed emphasis on 'spirit of service'. A trustworthy public sector is one that consistently demonstrates the 'spirit of public service'. The issues of transparency, openness, integrity, acting in the public interest, and ensuring public trust are foundational issues for shaping the modern Public Service, its values and ethical base, and its interactions with citizens. The role of the Public Service is to create public value.

ANZSOG has since its inception been promoting the notion of creating 'public value' as a driving force for the public sector (compared with the private sector's focus on shareholder value). Governments create public value through policies and programmes to deliver benefits to the entire community; those benefits are consumed collectively rather than individually. Our research and teaching offerings related to public value creation have been influenced by the work and the involvement of Professor Mark Moore of Harvard's Kennedy School, and more recently by the work of University College London academic Professor Mariana Mazzucato, whose work extends the definition of public value to show how effective, entrepreneurial government action creates public wealth. This requires a focus on the investment of public resources to create public value, which accumulates as public wealth for the public good (Mazzucato, 2018).

New Zealand is in a position to lead the world by broadening the approach to integrity to go beyond the focus on individual public servants and their conduct, to look at the integrity systems underpinning state sector institutions and the role of the Public Service overall in creating public value.

ANZSOG is keen to work with the New Zealand Public Service to help define, develop and innovate the approach to integrity in the public sector, including through, for example:

- Mapping the current infrastructure that underpins the integrity of individual public servants, the organisations they work in, and the overall Public Service system (potentially using the OECD ethics or integrity 'infrastructure' as an analytical framework) (OECD, 1997; OECD 2000)
- Working with New Zealand public servants to articulate and co-produce a broadened definition of integrity which might include concepts like a 'spirit of service', high performance, striving for innovation and creating public value
- Developing a new future-focused integrity infrastructure that would include areas essential for creating a public service environment to support and enable a high performing ethical innovative and agile Public Service
- Creating bespoke training and development offerings and engagement opportunities, to inculcate new concepts into the day to day work of New Zealand public servants. This could include testing methods like behavioural insights for behavioural change in the Public Service itself (can we 'nudge' ourselves towards improved performance?)

Part Two – Public Sector Reform: Tips, Traps and New Talents

The history of public sector reform is riddled with good intentions and good ideas let down by poor execution, inadequate change management and waning or stalled momentum. The UK Institute for Government has articulated critical success factors for reform at different stages of a reform process, the absence of which can see the reform ‘tail off’, ‘limp on’, or ‘close down’ – see Figure 1. A growing body of literature similarly highlights factors that help reforms to become established and ‘stick’ – see Table 1). There is a good deal of commonality in recent research which offers some tips for New Zealand as it embarks on this new phase of reform. We condense them into five key concepts:

- **Clarity** of purpose – know what you are trying to achieve, ensure the intent is clear
- **Collaboration** – do things ‘with’ people not ‘to’ them. Buy-in will be much stronger if public servants are part of co-creating the change.
- **Co-ordination** and coherence – ensure that all the moving parts are consistent and mutually reinforcing. Take a systems approach.
- **Communication** – keep telling the story of the what, the why, and the how of reform so that public servants have a lighted path to follow
- **Capability** for change – change management is typically not a strength of government. It is a capability required to maintain the momentum of reform and to ensure that reform does not fail because of poor implementation. This does not mean a project management style approach to implementation. Rather it means having the skill to adjust and adapt as the reforms progress, while maintaining a dogged focus on the original purpose and intent.

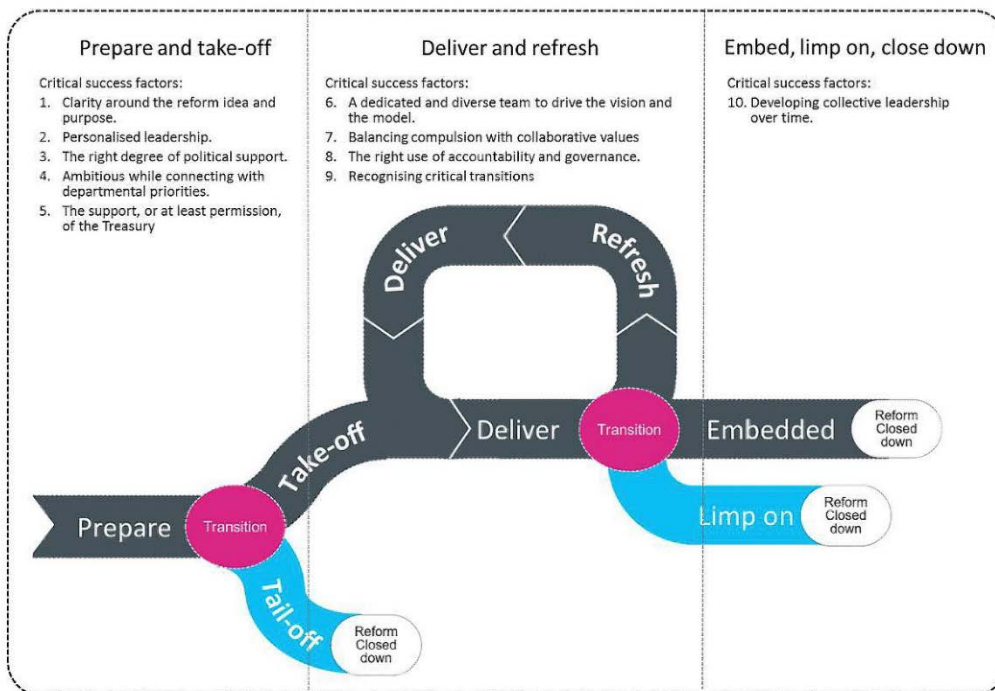
If these are the tips for reform, then the main trap is imposing change without adequate communication and buy-in. It is noteworthy that ‘command and control’ as an approach does not feature in lists of what makes for an effective reform process.

New Zealand has made a good start to this round of reforms by opening up the discussion on proposals to a wide audience and allowing for public servants and general public to have a say. We encourage the New

ANZSOG submission

Zealand authorities to continue to engage with public servants, business and professional organisations, community groups, and the public as the reform process progresses, including to address some of the gaps we have identified above. We would also encourage regular reviews of progress and lessons learned. The backdrop of the proposed changes is whether previous changes enacted under the Better Public Service reforms were successful or not and why. Successes as well as failures provide rich fodder for lessons on how to improve future reform processes.

Figure 1. Critical factors that lift or drag down a reform at different stages of its life cycle



Source: UK Institute for Government: Patterns of success in UK Civil Service Reform (2014)

Table 1. Critical Success Factors for Reform

<p>Patterns of success in UK civil service reform UK Institute for Government</p> <p>(IfG, 2014)</p>	<ol style="list-style-type: none"> 1. Clarity on the reform purpose 2. Personalised leadership 3. The right degree of political support 4. Ambitious purpose connected to departmental priorities 5. The support, or permission, of the Treasury 6. A dedicated and diverse team to drive the vision 7. Balance compulsion and collaborative values 8. The right accountability and governance 9. Effective management of critical transitions 10. Coalition of leaders for reform
<p>Change capable leadership, Centre for Creative leadership – 3 C's</p> <p>(CCL, 2018)</p>	<ol style="list-style-type: none"> 1. Communicate. Focus on the “why” not just on the “what” of the change to increase buy-in 2. Collaborate. Break down the silos, encourage boundary spanning, don't tolerate competition 3. Commit. Model persistence, adapt to challenges, and stay positive and patient
<p>McKinsey 5 C's – Delivering for citizens: how to triple the success rate of government transformations</p> <p>(Allas et al., 2018)</p>	<ol style="list-style-type: none"> 1. Committed leadership. To inspire the transformation, spend time communicating face-to-face with the people affected 2. Clear purpose and priorities. Paint a compelling picture of their destination and make it crystal clear, to public servants and citizens alike, why change is necessary 3. Cadence and coordination in delivery. Fast yet steady pace; a flatter hierarchy, with close collaboration among different agencies and functions 4. Compelling communication. Transformations need well-planned, in-depth, and genuine two-way communication with all the groups affected by change 5. Capability for change. Deep expertise and experience in change management
<p>Whole of government enhancing public value</p> <p>(Ballintyne and Mintrom, 2018)</p>	<ol style="list-style-type: none"> 1. Gain powerful support 2. Be clear on what's to be achieved 3. Secure resources 4. Build a coalition across government 5. Keep communicating and drawing lessons

Part Three – ANZSOG as a Partner in Reform and Building a Capable, Agile Public Service

Governments need to think hard about the structures they have in place and their on-going fitness for purpose. They need to build the capabilities of the people who lead and work in them and ensure that cohorts of young people continue to choose public service careers. Whatever the level, new entrant or seasoned leaders, the knowledge and capabilities required of public servants must be consciously learned and continuously reinforced. Values and dispositions such as impartiality, integrity, and the spirit of service are not innate. They must be deliberately nurtured and acquired through specific education and training.

ANZSOG considers capability as the ‘defining strength’ of any organisation and indeed, of the overall Public Service system; the combination of skills, knowledge, systems, procedures, decision-making practices, and other factors that enable effective action towards its purpose (Leinwand and Mainardi, 2011). Much of the growth in organisational capability for the New Zealand Public Service will come from building the skills and capabilities of public servants, which is a focus for ANZSOG as a teaching organisation.

The OECD has recently identified four general areas of capability required in the public sector – the capacity to develop policy and design for implementation, to work with citizens, to collaborate in networks, and to commission and contract for delivery (OECD, 2017). Recent research by van der Wal has further articulated these as skills for public servants, both as traditional skills that are still necessary and a list of new and increasingly important skills (van der Wal, 2017) See Table 2. Governments, including the New Zealand Public Service will need deliberate strategies to develop these skills as well as reward and recognition systems to encourage them. A modern agile and innovative Public Service requires new skills, competencies and ways of working, not in place of, but in addition to, the traditional skills that have to date defined what it means to be an effective public servant.

Table 2. Skills, Competencies and Values for the 21st Century Public Manager

Traditional and Still Necessary
Political astuteness
Counselling
Diplomacy
Bargaining
Domain expertise
Judgement
Prudent
Selfless
Humane
Neutral
New and Increasingly Important
Networking
Teamwork
Stakeholder engagement
Collaborating
Customer-orientation
IT-savviness (e.g. social media literacy and big-data analytical skills)
Design thinking
Storytelling (branding, framing)
Navigating
Innovative
Responsive
Agile
Ingenuity
Courageous
Entrepreneurial

Source: Adapted from van der Wal, Z., 2017. *The 21st Century Public Manager*. London: Palgrave.

ANZSOG has used the OECD framework to review and improve our programmes to target contemporary challenges for the New Zealand and Australian public sectors. For us, strengthening our own capabilities includes revising the content and delivery of our educational programmes, expanding our research programme to ensure it is directly relevant to member governments, and establishing teams and networks to directly build capability within agencies and across the respective public services. Being owned by and for the New Zealand and Australian governments, we can rapidly assemble talent to support change processes and help build public service capability, not only through our development and training offerings, but through helping to facilitate and support public sector reform programmes.

We have identified specific areas in this submission where ANZSOG can contribute, both related to the New Zealand Public Service Act proposals and where we think there is a need for more investigation and focus. Our offerings draw on our following capabilities:

- **Education and development:** We can help to build the skills base and capability of the New Zealand Public Service. We aim to provide the 'supply' of educational offerings to meet the Public Service's capability 'demand' (for example, in policy design and delivery, public management, innovation, ethics and integrity, futures and foresight, and management and leadership).
- **Develop internal research capacity and development:** We can help to grow research capacity where it already exists and incubate it where it may not. We can develop a suite of learning and development offerings that enhance the capacity of the New Zealand Public Service to commission internal and external advice, including exercising judgement about different types of evidence and research etc. (as recommended by the New Zealand Productivity Commission).
- **Enrich debate through research, evidence and experts:** ANZSOG produces and commissions research on key contemporary issues in public administration, policy development and management. This research supports the development of high-quality policy advice and policy-making throughout the public sector and enhances the knowledge and capability of public managers and leaders. ANZSOG is committed to a demand-driven research approach in active collaboration with its government owners. We can provide applied research to help build the evidence base, including facilitating access to and drawing lessons from other jurisdictions, international literature, and commentators (including bringing international experts to New Zealand to engage with public servants and leaders). Through our growing research fund, we can prioritise policy and practice challenges faced by Australian and New Zealand governments, working closely with them in the commissioning, supervision and quality assurance of research projects.
- **Connect and collaborate:** We can provide safe forums for discussion, to build new collective insights and to develop and enhance relationships (within and across jurisdictions and with external partners).
- **Review and evaluation:** We can be a neutral 'critical friend' for evaluation, review and insights (including engaging discretely with politicians and their advisers).

Part Four – Comments on ‘Directions and Options for change’

This part of ANZSOG’s submission responds directly and in some detail to proposals outlined in the discussion document. The comments should be seen as an initial response to the issues raised in the Discussion document.

1. Chapter 1. Overview

The discussion document describes the purpose of the review: “The review of the State Sector Act 1988 aims to enable the Public Service to:

- deliver better outcomes and better services
- create a modern, agile and adaptive New Zealand Public Service, and
- ensure its role in supporting New Zealand’s democratic form of government” (p.6)

It argues that the legislative proposals do this by “providing a wider range of options for organisational and workforce development”, “unifying the Public Service around a common purpose, principles and values”, and “ensuring strong and capable leadership of the system”. While legislation is a key instrument for codifying desirable democratic and constitutional conventions, implementation and day to day enactment of those conventions depends on the support of other instruments. More pointedly, we suggest that legislative change is not necessarily the best instrument for achieving a modern agile and adaptive Public Service. Achieving better outcomes and better services is more about improving policy capability, and more participatory, citizen-centric, and innovative ways of working, on which the review document is relatively silent. Part three of this submission offers some insight and options related to these areas.

2. Chapter 2. The Case for change

New Zealand is starting from a strong position in terms of its comparative performance as a Public Service. It is second on the International Civil Service Effectiveness index overall, top on indicators of integrity and second on indicators of openness. (InCiSE, 2017, p.43). It is laudable that New Zealand continues to strive for excellence. There is always room for reflection and improvement.

While we agree with the systemic problems identified in this chapter, there are other issues which should be considered, including::

- *The ‘silo effect’ and the ability to address complex cross-cutting issues* (p8). Silos are a product of the vertical departmental accountabilities built in to the design of the NZ public management model. We should not forget the positive side of that model. It ensures a focus on good management and accountability for individual organisations, which still accounts for the majority of government business. Where the model falls down is when outcomes require cross agency collaboration and/or a longer-term focus. The Better Public Services Result Areas are used to illustrate the challenges and costs of cross-agency collaboration. It would be useful to also illustrate the success stories and draw out critical success factors from that experience, including what enabled collaboration and results. Some of these successes have been outlined in a recent paper and could be built on (Scott and Boyd, 2017).
- *Capability deficits, particularly leadership capability* (p9). The discussion document refers back to the BPS Advisory Group report (2011) to illustrate the lack of levers for succession planning and for influencing tier 2 appointments. There has been a good deal of effort since 2011 in diagnosing and developing the senior leadership cadre via the Leadership Success Profile and development and succession planning through Career Board processes. The case for further change depends on understanding how successful or otherwise these recent developments have been. Moreover, other capability deficits have also been raised over the past years and whole-of-government programmes established to address them – in policy advice, financial management, data and analytics, procurement, and information technology. Again, the case for change, in particular to give leaders in functional areas more mandatory powers, depends on understanding how successful or otherwise these programmes have been. Future pipeline issues and capability gaps related to the aging Public Service population and the ability to attract, develop and retain new recruits into the Public Service (as an employer of choice) is also highly relevant to the case for change in terms of future capability and leadership of the Public Service.
- *“Concerns about the ethical foundations of the Public Service including the conventions around political neutrality and the provision of free and frank advice”* (p9). New Zealand does not appear to have a systemic problem with ethical conduct given its consistently high standing in international benchmarking exercises (Transparency International, 2018; Institute for Government, 2018). However, we agree that codifying ethical standards is important and that restating them forcefully and often is crucial for embedding them in the culture of the Public Service and the hearts and minds of public servants. The free and frank advice debate has been ongoing; without benchmarks and monitoring it is difficult to confirm whether or not performance has slipped. The Head of the Policy Profession himself argued that there was no “golden age” of free and frank advice (Kibblewhite, 2015). Guidance on Free and Frank Advice and Policy Stewardship has recently been issued by the State Services Commissioner under section 57 (4) of the State Sector Act 1988 and we assume will carry over into new legislation. However, the free and frank nature of policy advice is only a part of this equation. Advice should be free, frank, evidence informed and probably include other adjectives (such as full, without favour, fallible, future-focused.) The New Zealand Productivity Commission’s recent report highlighted improved commissioning and better policy

practices as essential ingredients for raising state sector productivity (NZ Productivity Commission, 2018). As noted above, we believe that improving overall policy quality and capability is essential for “achieving better outcomes and better services” and should be considered as part of the review, including as vital context for legislative change. Policy capability is discussed further in Section Three below.

- *Concerns raised by Māori about the “lack of a holistic joined up approach and failures of Crown to meet Treaty obligations to improve outcomes for Māori”* (p9). These are long standing concerns and confirmed in recent evidence from hui held by the Minister responsible for Crown/Māori relations. Formally recognising the relationship between the Crown and Māori in legislation is an important symbolic measure to signify the intent to improve relationships with and outcomes for Māori. A Public Service that is more diverse and representative of Māori is an important part of the equation. But better outcomes and better services are about better policy settings and depend on political decisions, supported by improved policy advice and capability. A key challenge is how to use greater diversity in the public service to leverage policy advice and capability. The process requires careful management and, frequently, deep questioning of past policy development practices. This is discussed further in comments on chapter 4 of the discussion document below.

Overall, we concur with the areas included in the case for change but posit that there need to be steps beyond legislative change to fully achieve better services and better outcomes. Effective implementation of any reform is entirely dependent on capability in the public service, which is why capability – both general and specific aspects - is an important part of this broader discussion.

3. Chapter 3: The unifying purpose, principles, and values of the NZ Public Service

The discussion document states that “The main thrust of the reform objectives is to consolidate the Public Service as a permanent, unified institution, with a statutory purpose and a set of statutory principles and values”. (p33) We agree that it is a good idea to update and restate purpose, principles and values and to consolidate disparate clauses into one accessible and foundational piece of legislation. We assume that further discussion will occur, and definitions will be adjusted once submissions are digested and insights are drawn from sessions with the public servants who will be led by the definitions of purpose, principles, and values.

We have considered purpose as ‘what the Public Service does’, principles as ‘the foundational beliefs that underpin how the system and the organisations within it function’, and values as setting ‘the standards of behaviour for public servants’.

The box on page 12 entitled “Proposed principles of the NZ Public Service” maybe better described as the “Purpose of the Public Service” as it describes what the Public Service does (or should do). There would

be merit in a stronger opening statement before the sub-headings, and one that encapsulates the essence of the statements underneath.

Principles (of the Public Service). The list of proposed principles in the box (p. 13) leaves out some principles that we would argue are important for democratic and constitutional governance, like ‘fairness’, and ‘adherence to the rule of law’. As noted above, we would wholeheartedly support the inclusion of a commitment to the Treaty of Waitangi as an operating principle for the New Zealand Public Service. While acknowledging that the descriptions outlined in the discussion document may not go into the Act, it is important that there is a common understanding of what each principle means. We comment on each individually:

- Political neutrality – the description might include a commitment to democratic and constitutional governance.
- Free and frank advice – is less a principle than a function and could be included as part of the provision of advice described in the ‘purpose’ of the Public Service, including taking into account comments above about other characteristics of quality advice (e.g. provide free, frank and evidence informed advice that supports Executive Government to make decisions)
- Merit selection – this could be broadened to a general notion of meritocracy, to include not just appointments but merit-based recognition, development, and rewards.
- Openness – this description could include the notion of transparency and provide more emphasis to the participatory aspects of open government. Openness is not just about sharing information, it is also about involving citizens in decision-making processes.
- Stewardship – stewardship is a difficult concept to define whether it is in relation to organisations, the environment, the economy, policy areas, or the Public Service generally. The definition rightly focuses on looking ahead to the medium and long term and includes opportunities and challenges. It could also usefully include the need for day-to-day prudent use of resources, and investment in and for future capability. It could also refer to ‘collectivity’ or working together to deliver public value for the overall public good.

Values (of Public Servants). The list is very comprehensive and appropriate but, again, it is important that there is common understanding of what the values mean. Some aspects could be given more weight, for example:

- Impartial – might mirror other professions and include the notion of not bringing the Public Service ‘into disrepute’
- Trustworthy – how public servants’ behaviour impacts the overall Public Service; public servants’ actions and interactions with citizens should build public confidence and overall trust in the Public Service

- Innovative – innovation is included in the ‘committed to service’ description, but might be given more emphasis, including the commitment to promote innovation and effectively scale resulting improvements. Innovation capability is discussed earlier in Part One of this submission.

The discussion document asks whether the principles and values should be enforceable and how the Act can build the trust and confidence of citizens in the Public Service. Principles and values are not enforceable, but they can be socialised and embedded in the hearts and minds of public servants. This would require a continuous, dedicated and participatory education campaign, constant referral to those principles and values by leaders acting as exemplars, and investment in a wider infrastructure to encourage integrity and good conduct (discussed below). In terms of building public trust, models of setting out what citizens should expect from the Public Service and public servants, such as the Health and Disability Commission’s code of rights, might offer some pointers.

Scope of the Public Service. This section of the discussion document is highly technical and the issues it considers would benefit from a separate and more comprehensive review, including to spell out the legal implications and the costs and benefits of any change to the scope of the Public Service and the costs, benefits and implications of proposed changes for Crown entities and other bodies. Significant reform was undertaken in the context of the Better Public Services reform programme; it would be useful to refer here to that work. There are reasons for the relative ‘independence’ of parts of the state services and these should be considered more fully here. If the intent is to extend the Commissioner’s authority on matters of integrity and conduct, then the discussion on page 16 suggests that such authority already exists. Broader changes to the scope of the Public Service could be dealt with as part of a separate discussion on machinery of government and include the proposals on organisational arrangements in chapter 6.

4. Chapter 4. Responding to the Needs and Aspirations of Māori

We support the inclusion of a prominent and stand-alone clause about the expectations of the Public Service in relation to the Treaty partner. As noted above, we also consider that the Treaty of Waitangi should also be included in any ‘principles’ section of the Act.

We agree that the clause should set out certain provisions as described in the discussion document, but have some comments related to the proposed provisions:

- Delivering services and results to Māori. Policy settings that affect Māori are political decisions. But the Public Service can do a lot to maximise the extent to which policies and programmes meet the needs of Māori and reflect the Crown’s Treaty obligations, most notably through responsive well-informed policy advice. The report is silent on the current and future role of Te Puni Kōkiri, which according to its organisational description “leads Māori public policy and advises on policy affecting Māori wellbeing” and is the “Principal advisor on Government-Māori relationships” (TPK, 2018). While not necessarily something to include in the provisions of the Act, there is a need for a

broader discussion on the machinery of government for ensuring the needs of Māori are met. That discussion should include the costs and benefits of concentrating policy responsibilities in one organisation (which can be taken as absolving other ministries of their responsibilities) or ‘mainstreaming’ those responsibilities. The latter requires policy frameworks and guidance to ensure that all policy advice and resulting decisions take account of the experience, needs, and aspirations of Māori. But mainstreaming can result in the ossification of central and dedicated expertise. Similar debates have occurred in relation to gender analysis and responsiveness to other ethnic groups (noting that the Ministry of Pacific Peoples recently launched the Kapasa framework for ensuring policy advisers consider the differential impacts of policies on Pacific peoples in their policy advice). This deserves a wider and more informed discussion, that would also include considerations of how all departments can ensure better engagement, participation and partnership with Māori.

- Workforce composition and capability – ensuring that the Public Service reflects the composition of the New Zealand population and that it adequately represents the Treaty partner is vital. But this is not just about having more Māori public servants and Māori in leadership positions. It means ensuring that all public servants are culturally competent and that the Public Service environment embraces kaupapa Māori. We acknowledge the work to improve diversity and inclusion in the Public Service over the past few years; a description of that work, what it has achieved and where it needs to go would help inform decisions on what should be included in legislation or promulgated through other means. We suggest that this too be the subject of a separate and more informed discussion in this reform process.

5. Chapter 5. People

The proposals in this chapter relate to diversity and inclusion, pay equity, and “stronger workforce provisions to enable an agile, adaptive and unified New Zealand Public Service”. The proposals in relation to diversity and inclusion and pay equity seem sensible, and we agree that:

- explicit obligation of the Commissioner at a system level and of chief executives at departmental level will give weight to the need for a diverse and inclusive Public Service
- the Commissioner should have oversight over pay equity negotiations (assuming that this is the same type of authority as currently exists in relation to collective bargaining).

Most of the current functional leaders/heads of profession have programmes directed at capability development including looking at developing common definitions of skills required in their particular realm of authority. The policy skills and capability work of the Head of the Policy Profession (see Box 1.) provides an illustrative example.

Before functional leaders and their equivalents are given additional authority to develop common terms and conditions for staff within their functional area, it would be prudent to examine what has already been tried, what worked, what didn't, and what has been learned in the process. More collaborative and compelling offerings from functional leaders and effective change management to ensure those offerings are used would be preferable to reverting to compulsion (which often results in compliance behaviour rather than real change).

There is also a risk of creating 'guild-like' arrangements and/or 'horizontal silos'. If we hard recruit and label people into one profession, how do they move from one to the other? Bridges between – and the interface and relationships between – the 'professions' are also required. For example, a good policy manager/advisor should be legally savvy, should understand the basics of data and analytics, understand what makes for quality regulation, and know how to procure (contractors, services etc.). Senior leaders should have enough knowledge of all of those functional areas to be an 'intelligent customer' of services from them. Standard terms and conditions based on 'professions' could potentially reduce agility and adaptability. We suggest more analysis and discussion is needed on this highly significant matter of people capability.

Box. 1. Policy Skills and workforce issues

The Policy Skills Framework, sets out the knowledge, applied skills and behaviours of policy professionals, describes them in terms of different levels of expertise corresponding to different levels of the policy workforce. The intent behind this was to deal with the wide divergence in skills and abilities between policy staff in different ministries (a senior analyst role in one department may be significantly different than a senior analyst role in another department with different remuneration and responsibilities). The original narrative paper for the Policy Project articulated the implications of this, including poaching, title creep, and inconsistent policy quality and capability across the Public Service (Policy Project, 2014). A paper in mid-2017 set out options for the policy workforce and building policy capability (Policy Project, 2017), including adoption and use of the Policy Skills Framework and related tools. The framework was endorsed by policy leaders and launched by the Prime Minister. It has appeared in OECD publications (OECD, 2017). How have the skills framework and supporting tools been used? With what effect? What can we learn about building capability across government?

6. Chapter 6. Organisational Arrangements

The discussion report notes that "Citizen-centric service design, co-production, co-location, and active potential for sharing, all have a greater part to play now than formerly. Increased availability of option and tools for innovation is critical. Some of these tools and methods are found in new organisational forms" (p.23).

Structures are arguably the least effective way to ensure collaboration, co-design, co-production, especially if that 'co' includes engagement with people and organisations outside government (which by definition citizen-centric services and policy should).

The review is silent on other ways of encouraging innovation and improving citizen participation in policy and programme design. We offer some options for this above in Part One.

Any discussion of structure should start with a consideration of what those structures are for and explore questions concerning the role of the state and who does what. The first consideration is what needs to be done, and then, what is the best way of organising to do it. Form should follow function.

Clear and accessible machinery of government guidelines would be welcomed. We concur that setting out establishment and dis-establishment processes and the costs (especially the inevitable costs of structural change), benefits and trade-offs of various organisational forms is useful and efficient; it avoids re-inventing the wheel. The system design toolkit mentioned in the report is a very good start.

Referring to Figure 1 itself, the left-hand vertical axis refers to numbers of agencies involved and at what level of government. It might be more enlightening and useful to see these as 'types of government activity', namely:

- Level one is mainly about policy
- Level 2 is mainly about functions or functional capabilities
- Level 3 is more about service delivery

As presented, it is difficult to see the difference between what exists now in the toolkit (Figure 1) and options for strengthening them (Figure 2) or to connect these with the organisational arrangements (executive agencies, executive boards, joint-ventures and statutory officers) described thereafter.

Two of the biggest challenges with multi-agency or specific purpose organisational forms is how to assign accountability (or collective responsibility) for them, and how to fund them. We discuss these challenges later in comments on functional leadership/heads of profession. Suffice to say the issues are complex, often technical and legal, and require fully informed analysis.

7. Chapter 7. Leadership of the Public Service

This chapter deals with legislative changes to "transform Public Service leadership" by supporting the development of key leadership groups or roles in the system, including a Senior Leaders Service, chief executives as a system leadership group, functional and professional leaders, and Public Service Commission (renamed State Services Commission).

The 'current context' is described in terms of needing a new balance between "greater mobility and flexible deployment" of the senior cohort, and the performance of agencies dependent on leaders with "long experience and deep knowledge in a particular role or function" (p.30). We understand that most if not all chief executive appointments are for an initial 5 years extendable for a further 3 years. This does not appear to constitute leaders staying in one role for the long term. Perhaps data on the length of time tier 2 and tier 3 public servants typically stay in one role will enable an assessment of the level of inertia and lack of mobility at that level. Is this, for example, a problem of leaders not wanting to 'give up' their top performers, of leadership development based on individuals seeking opportunities rather than being deliberately and systemically planned for the good of the system, or some combination of factors?

There has been significant focus on developing senior leaders as part of the BPS reforms, including the extension of the so-called 'Top 200' to a wider group of potential leadership talent, the evolution of career boards, the SSC Leadership Insights work (involving assessments of the senior leadership cohort against the Leadership Success Profile and related career development planning). What has been tried, how successful it was, and what was learned will be important to inform any legislative change related to the senior leadership cohort of the Public Service. We offer some specific comments in relation to proposed changes for each of the groups in that cohort.

Senior Leadership Service

The discussion document notes that the Senior Executive Service implemented as part of the 1988 State Sector Act "did not thrive". It is important to understand why was this the case. Care should be taken when 'developing the pool' not to 'narrow the pool'. It is also vital that consideration is given to the specificity of skills needed in the public service and to not discount the training in contextual awareness and enculturation that people new to the public service need, especially when they are entering the service at senior levels.

Chief executives as a system leadership group

We concur that it makes sense to include the collective or system responsibilities of chief executives into legislation (especially if this mirrors responsibilities already included in their employment agreements). However, complementary strategies are likely required to ensure more "stewardship and collaboration" and to incentivise chief executives to put 'system' ahead of 'agency'. Other incentives and training activities are probably more effective than legislation for achieving this goal. It would be useful to see these additional mechanisms canvassed in this discussion.

Functional leaders/heads of profession

Apart from the three original Cabinet mandated functional leaders in ICT, Property and Procurement (who were assigned formal mandates on pre-existing system leadership functions), other system leadership roles in functional areas have evolved organically. In most cases, leaders have assumed a role and then sought a mandate rather than mandates being assigned on the basis of system need for a more collective approach to capability in a given function. As part of the System Design Toolkit mentioned above, it would be useful to have a decision framework to determine where functional leadership roles are most necessary and for clarifying aspects of the operating model for those roles. This framework would guide decisions on:

ANZSOG submission

when the appointment of new functional leader is necessary; their role, function, and supporting team/capability; governance arrangements; funding model (these currently vary from voluntary club funding to 'clip the ticket' to levy arrangements); decision rights vis-à-vis other chief executives and other functional leaders; and requirements for monitoring and performance measurement.

The discussion document makes a distinction between functional leaders and heads of profession. It may be helpful to see differences as points on a continuum rather than distinct models. Current Heads of profession do not limit their activities to 'people capability' or the profession. For example, the Policy Project sponsored by the Head of the Policy Profession has frameworks and tools related to broader aspects of capability - policy advice, policy advisors, organisations, methods.

The case for the Commissioner to appoint and delegate functional leadership roles without seeking ministerial approval seems sensible; the roles are about how the Public Service organises itself to deliver and build capability in common functions. The costs, benefits and trade-offs in terms of who is appointed functional leader need more analysis. The role clearly requires someone with a strong reputation and mana in their area. Does a functional leader need to be a chief executive, or just have standing with chief executives? If the role is attached to a current chief executive and they are 'double-hatting', what proportion of their time should be dedicated to their whole-of-government functional role? In an examination of United Kingdom experience, the Institute of Government suggests that the functional leadership roles should be full-time dedicated roles (McCrae and Gold, 2017).

Refining the functional leadership role requires consideration of questions related to decision rights. Who has primary authority, departmental or functional chief executives? An effective disputes resolution process is required where there are cross-cutting accountabilities. Should functional leaders have powers to issue 'mandatory' standards? Or should they rely on a compelling offering and strong collaborative relationships with their functional community and/or chief executive peers? Analysing experience to date with various forms of functional leadership and various operating models should allow insights into these questions and could help assess the costs and benefits of mandatory powers. This legislative reform process is an opportune time to assess and refine the functional leadership model.

Public Service Commissioner and Deputy Public Service Commissioner

We agree with the proposal that the Act set out in a clear and comprehensive statement the role of the Commissioner, and agree that this should include:

- Confirmation of the Commissioner as the head of the New Zealand Public Service
- Responsibility for setting explicit rules about the role of officials during the formation of a new government
- Specifying the Commissioner's role in matters of integrity and conduct. The legal implications of the proposal to allow the Commissioner to formally 'direct' agencies on specific integrity matters will need to be spelt out, especially to explain how that differs from the current ability to "set, issue, apply and enforce" a Code of Conduct. Two examples are given as to where a 'direction' might be given, in relation to whistleblowing (is this to require people to 'speak up?') and proactive releases of information. A broader discussion on how to support and encourage ethics and integrity is warranted. We discuss the merits of a broader integrity ecosystem in Part 3 of this submission.

Appointment of Commissioner

The discussion document sets out 3 options for the future leadership of the Public Service from ‘enhanced status quo’, to a Commission comprising several members, to a Chairperson and Board arrangement. Rather than state a preference for any one option we offer some areas we consider are vital in the choice of a model:

- To ensure the political neutrality of the Commissioner and that they can work across government administrations, that opposition parties (or ‘alternative governments’) be consulted in the appointment of the Commissioner and any deputy or supporting Commissioners (as is proposed in option 1).
- That a Commission comprising several members (with staggered terms) has advantages and disadvantages over a single commissioner and deputy model. This would allow a mix of skills and diversity not possible in a single leader model, and continuity and carry over of institutional knowledge. Evidence suggests that collaborative leadership can be effective (Catmull and Wallace, 2014; Vangen and Huxham, 2003) as the case with the collective leadership in Cabinet for example, and in relation to Boards, corporate partnerships, and private sector in general.
- That a chief executive role for the Commission itself makes sense (and is the case now – as the document states, this is ‘not prohibited’ under the current Act). That appointment should be merit based and seen to be merit based, as should other appointments to any future Commission or Board.
- That the roles of the chief executives of the other central agencies be considered in this context. The chief executive of the Department of the Prime Minister and Cabinet (in many Westminster systems the functions carried out by DPMC and SSC are combined, such as the UK Cabinet Office and the Canadian Privy Council Office) and the Secretary of the Treasury bring the policy and financial aspects into the what could be seen as a corporate head office of the Public Service. It is important to clarify these roles as well as those of the Commission.

8. Chapter 8. Capability of the Public Service to Serve successive governments

This chapter is concerned with taking a medium to long-term stewardship perspective to manage future interests of citizens while serving the government of the day (maintaining the ability to advise “current and successive governments” as included currently in the State Sector Act). The discussion document proposes options for ‘Long-term insights briefings’.

The relative dearth of strategic policy and longer-term policy stewardship in the New Zealand system has been discussed in a range of recent forums, including those facilitated by the Head of the Policy Profession on policy stewardship (Policy Project, 2017). The Commissioner has recently issued guidance on free and frank advice linked to policy stewardship (SSC, 2017). With some exceptions (environment, Defence and Treasury’s Long-term fiscal statements) the New Zealand Public Service does not systematically produce or publish longer-term analysis. Provisions to strengthen the incentives to do so are to be welcomed, and we concur that this is important enough to be included in legislation. New capabilities, in departments and across the system, are likely also required.

In terms of medium to long-term briefings we would encourage the following considerations:

- Timing – briefings would be best delivered away from any looming election so that they remain focused on evidence and do not risk being politicised.
- Access – that they be public, and proactively delivered and explained to opposition parties as well as the sitting government.
- Duplication and gaps – that while specific sector briefings are necessary for digging into the detail of economic, environmental, social and other trends, a whole of government briefing that brings those together in a comprehensive report is desirable and will highlight inevitable trade-offs.
- Content and structure – guidance on what is included in the reports, the timeframes they cover, risks and opportunities (current, future, looming) should be agreed, and potentially included in the legislation to ensure consistency.

Given the relative dearth of this sort of analysis at present, there is likely a shortage of capability. Some dedicated approach to developing capability and/or some dedicated substantive capability (such as a foresight unit) will likely be required. Pockets of existing practice and an existing community of practice could be drawn on. The functional leadership model might be appropriate in this context, as well as determining the locus of coordination responsibility within the Public Service (is it a DPM&C role for example).

Professor Jonathan Boston's work on 'anticipatory governance' provides an excellent starting point for building an infrastructure for 'taking care of tomorrow today' (Boston, 2016; Boston 2017). ANZSOG is ready to support the NZ Public Service in assessing and building any proposed governance infrastructure.

9. Chapter 9. A New Public Service Act

As noted above, we agree that it makes sense to pull existing and new provisions related to the Public Service into a new Public Service Act. The Act provides a vehicle for restating, codifying, and future-proofing the democratic and constitutional principles of the Public Service. We also support the new title which speaks to the intent of serving the 'public' (rather than the 'state') and importance of the tangata whenua with Aotearoa in the title.

Conclusions and Areas for Attention

ANZSOG wholeheartedly supports the proposal to undertake a comprehensive review of the State Sector Act, and to use that process to bring together dispersed clauses into a new Act that articulates the overarching purpose, values, organisational arrangements and ways of working that underpin New Zealand's system of public administration. This provides an opportunity to restate, codify and future-proof the democratic and constitutional principles of the Public Service.

We have given specific comments on the detailed proposals presented in the 'Directions and Options for Change' discussion document. We have highlighted where it would be worthwhile undertaking further work and where reviews of previous reforms and their current incarnations could offer insights and lessons for this reform process and areas we think require more attention.

New Zealand scores very highly in international public service rankings. We think there are opportunities to consolidate and build on those rankings and for the New Zealand Public Service to continue to maintain and improve its position as world-leading.

Our recommendations presented throughout the text and in the Executive Summary are based on what we believe will be crucial for the New Zealand Public Service to realise its ambitions to:

- Deliver better outcomes and better services
- Create a modern, agile and adaptive New Zealand Public Service, and
- Ensure the Public Service's role in supporting New Zealand's democratic form of government.

ANZSOG congratulates the New Zealand Public Service on an ambitious reform process which we believe will confirm New Zealand as a world leader in public governance. ANZSOG stands ready and willing to be an active partner, contributor and critical friend in that process.

ATTACHMENTS

ANZSOG. *Shaping your future.*

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Attachment: ANZSOG. *Shaping your future.*

ANZSOG

**Australia &
New Zealand
School Of
Government**



Australian Government



Queensland
Government



Government
of South Australia



ACT
Government



Tasmanian
Government



NORTHERN
TERRITORY
GOVERNMENT



VICTORIA
State
Government



NSW
GOVERNMENT



GOVERNMENT OF
WESTERN AUSTRALIA

Owned by and working for
all Australian and New Zealand
governments

SHAPING YOUR FUTURE

- ANZSOG
 - 03 Prime Ministers' Messages
 - 04 Welcome From The Dean
 - 06 Who We Are
 - 07 Our Partners
 - 08 Government Leaders' Messages
 - 10 Our Purpose
 - 11 Our Board

EDUCATE

- 14 What We Do – Educate
- 15 Executive Master of Public Administration
- 16 Executive Fellows Program
- 17 Towards Strategic Leadership
- 18 Executive Education and Tailored Learning
- 19 ANZSOG Career Path

INSPIRE

- 22 What We Do – Inspire
- 23 Thought Leadership

ENRICH

- 27 What We Do – Enrich
- 28 Evidence and Evaluation Hub
- 29 John L. Alford Case Library

CONNECT

- 33 What We Do – Connect
- 35 CEO Forums
- 36 Indigenous Engagement
- 37 Alumni

03 Prime Ministers' Messages

THE RT HON. JACINDA ARDERN MP

PRIME MINISTER OF NEW ZEALAND

- "ANZSOG has an important role in helping to support and grow the talent and leadership needed to ensure our public sector continues to provide the world-leading service New Zealanders deserve."



THE HON. MALCOLM TURNBULL MP

PRIME MINISTER OF AUSTRALIA

"I offer my strongest encouragement and support for the School in its work to build a public sector distinguished by the highest standards of professionalism and rigour, leadership and excellence."



PROFESSOR KEN SMITH

DEAN AND CHIEF EXECUTIVE
OFFICER



→ **Government touches all aspects of our lives. Improvements to the quality of the public sector and the vital services it delivers have broad social, economic and environmental benefits for the community.**

That is why I am proud to be Dean and CEO of ANZSOG, a unique institution owned by every government in Australia and New Zealand with a mission to lift the standard of public sector leadership across our two nations.

We educate and inspire public servants, enrich the debate around public management and policy with our research, and build connections between agencies, between academics and practitioners, between Australia and New Zealand, and globally, particularly within the Indo-Pacific region.

Public sector leaders in the 21st century face increasing challenges in their daily work. New skills are required to manage demands for collaboration; technological and structural changes in all sectors of the economy; an increasingly informed and demanding citizenry, and a 24/7 social and traditional media cycle.

Our role is to equip individuals and agencies with the capability to thrive in this challenging and complex environment. We offer high-quality, contemporary programs that are tailored for the public sector and draw on academic talent available from our 15 domestic and many other global university partners. We also have a strong network of current and former senior public service practitioners (including those actively engaged in education, mentoring and support programs). This unique blend of the theory and practice of public administration allows our students to expand their knowledge, learn new skills as critical thinkers with a greater ability to meet the challenges that confront them regularly in their work.

A growing research program informed by practice issues, and our Evidence and Evaluation Hub, work with government partners and universities to provide unique research products, with a focus on practical applications. At a time when isolationism is on the rise globally, we are building new links across our region, with partnerships with institutions in Singapore, Beijing, Delhi and Kuala Lumpur, including high-level exchange programs involving public servants in China and India.

ANZSOG is a dynamic institution which is creating a permanent legacy of better government that benefits our societies.

This brochure provides a summary of the scope of our activities. If you wish to know more please visit our website www.anzsog.edu.au or connect with us on our social media platforms. Follow @ANZSOG on Twitter, Facebook and LinkedIn.

While we have a strong reputation, we are continually working to improve what we do and ensure our education programs and our research evolve to meet the needs of governments.

Professor Ken Smith
Dean and Chief Executive Officer

In recent years we have revamped our research program, begun to work more closely with our alumni, who form a vital and highly skilled network, and expanded our work with the not-for-profit sector, which is playing an increasing role in delivering important public services.

→ **We offer high-quality, contemporary programs that are tailored for the public sector and draw on academic talent available from our 15 domestic and many other global university partners.**

WHO WE ARE

ANZSOG was created by government, for government. While business schools teach how to create shareholder value, ANZSOG helps public sector leaders learn how to create public value.

Owned directly by 10 governments and 15 universities, we were established as a not-for-profit company in 2002 with the vision of creating a world-leading educational institution that would enhance the capability of public servants and lift the quality of public management in Australia and New Zealand. We are also home to a substantial research program that aims to enrich the discipline of public sector leadership through focused research that explores better ways to serve our communities into the future.

We connect senior public service practitioners and academics and provide a bridge between theory and practice. We build networks across agencies, sectors, jurisdictions and nations, creating opportunities for collaboration. As the futures of Australia and New Zealand become more closely linked with our neighbours, we are increasingly building connections across the Indo-Pacific region.

We are committed to adapting to the trends affecting the public service including increasing complexity and uncertainty, evolving community expectations, demographic and workforce shifts and the rise of big data and analytics. Being responsive to these trends ensures we meet the changing needs of public sector leaders.

ANZSOG's purpose is to shape the future of public sector leadership and, by doing so, improve the lives of people in Australia and New Zealand.

→ **As the futures of Australia and New Zealand become more closely linked with our neighbours, we are building connections across the Indo-Pacific region.**

OUR PARTNERS

ANZSOG was created, and is owned, by the New Zealand and Australian Commonwealth governments, and by all eight Australian state and territory governments. We work in partnership with our owners to develop tailored education and research offerings that meet their needs and help lift the quality of public management in Australia and New Zealand.

There are 15 university and business school partners that contribute to ANZSOG's programs by providing resources and ensuring our students have access to the world's leading academics.

They are:

- Australian National University
- Carnegie Mellon University
H. John Heinz III School of Public Policy and Management, Australia
- Charles Darwin University
- Curtin University of Technology
- Flinders University
- Griffith University
- Melbourne Business School
- Monash University
- The University of Melbourne
- The University of New South Wales
- The University of Queensland
- The University of Sydney
- The University of Western Australia
- University of Canberra
- Victoria University of Wellington

Our partnerships with these educational institutions as well as our affiliations with leading institutions including the Singapore Civil Service College, Lee Kuan Yew School of Public Policy in Singapore, the Razak School of Government in Malaysia, Indian Government's Department of Personnel and Training, Chinese Academy of Governance and China Executive Leadership Academy Pudong, mean our students are exposed to expertise from across the world.

ANZSOG's head office is in Melbourne and our teaching and research activities are spread across Australia and New Zealand, with bases in Brisbane, Sydney, Canberra, Perth and Wellington. We use the campuses of our partner universities and business schools to deliver courses across our education programs. The school has recently established new academic positions at Victoria University of Wellington, Griffith University in Brisbane and Curtin University in Perth, which are in addition to existing academic positions in Sydney, Melbourne, Canberra and Wellington.



THE HON. DANIEL ANDREWS MP

PREMIER OF VICTORIA

→ "We are pleased to support ANZSOG and its crucial role in developing the next generation of public policy leaders."



ANDREW BARR MLA

CHIEF MINISTER OF THE AUSTRALIAN CAPITAL TERRITORY

→ "Attracting and retaining talented people can help make our city great. ANZSOG programs develop talented people for all Australian jurisdictions and New Zealand."



THE HON. GLADYS BEREJIKLIAN MP

PREMIER OF NEW SOUTH WALES

→ "NSW recognises ANZSOG's integral role in developing a well-qualified and effective public sector and is pleased to support the School's globally-renowned work."



THE HON. MICHAEL GUNNER MLA

CHIEF MINISTER OF THE NORTHERN TERRITORY

→ "The demands of the Territory demand a high quality public service. I'm thankful every day for the quality people we have throughout our centres and remote regions. Our Government applauds ANZSOG and any organisations dedicated to professional and effective governance."



THE HON. WILL HODGMAN MP

PREMIER OF TASMANIA

→ "We support ANZSOG for its commitment to good public administration. It plays an important role developing better educated, informed and motivated public sector leaders."



THE HON. STEVEN MARSHALL MP

PREMIER OF SOUTH AUSTRALIA

→ "I am pleased to support ANZSOG in its important role in training and developing a high level public service."



THE HON. MARK MCGOWAN MLA

PREMIER OF WESTERN AUSTRALIA

→ "Western Australia is proud to support ANZSOG and its role in providing the public sector with the skills and knowledge to deliver the best possible outcomes for our community."



THE HON. ANNASTACIA PALASZCZUK MP

PREMIER OF QUEENSLAND

→ "The Queensland Government recognises the role of ANZSOG in shaping our best and brightest to ensure the public sector is well placed to respond to current and future policy challenges, be agile and innovative thinkers, and globally engaged."

OUR PURPOSE



OUR BOARD

The ANZSOG Board of Directors has overall responsibility for the organisation, setting direction and overseeing the effectiveness of delivery against strategy.

Our Board of Directors are:



Mr Peter Hughes CNZM (Chair)
State Services Commissioner and Head of State Services, New Zealand



Professor Ken Smith
Dean and Chief Executive Officer, ANZSOG



Ms Kathryn Campbell
Secretary of the Department of Social Services, Australian Government



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



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



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



Ms Robyn Kruk AM
Independent Director



Mr Tim Reardon
Secretary Department of Premier and Cabinet, NSW



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



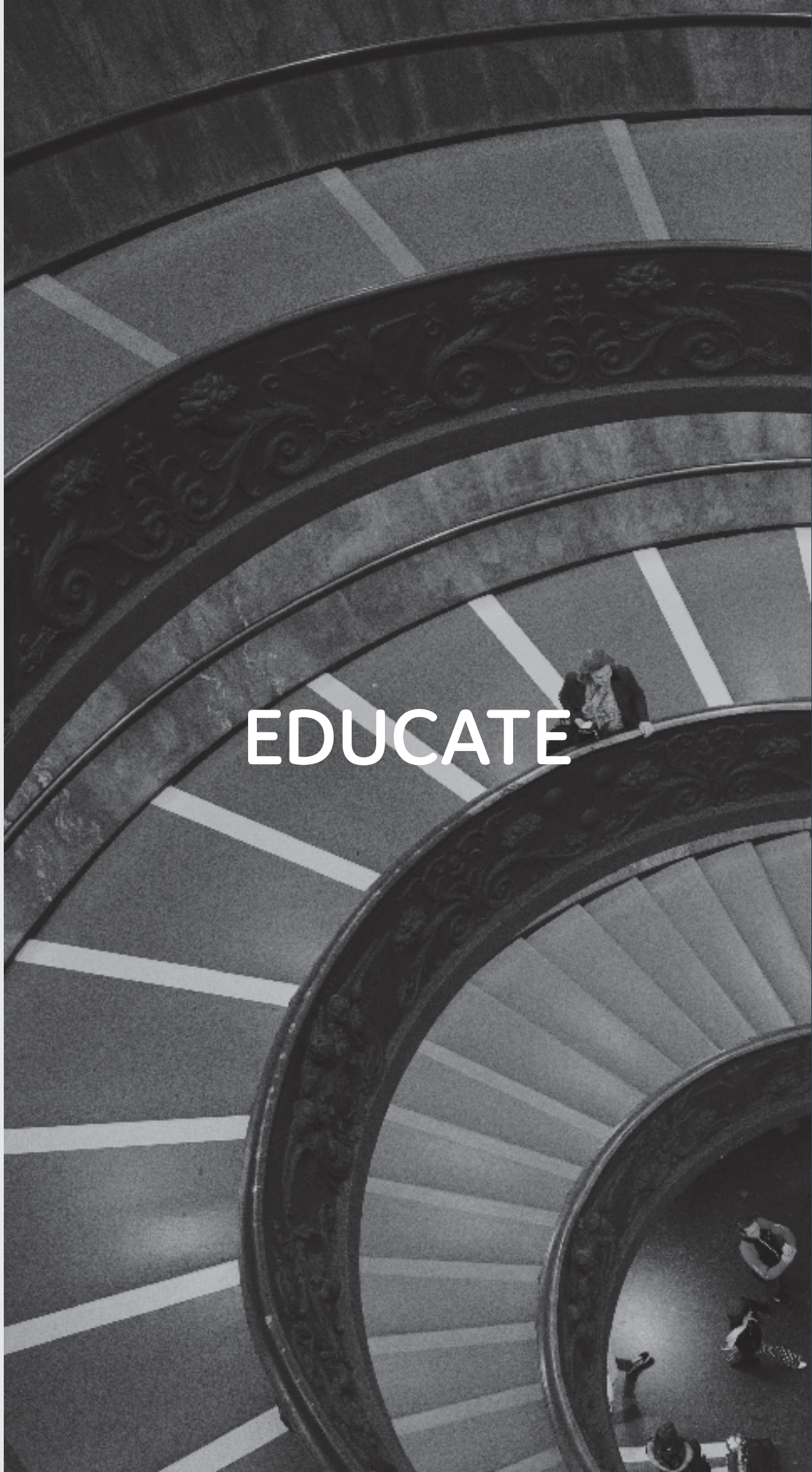
Dame Karen Sewell DNZM QSO
Independent Director



Mr Robert Setter
Chief Executive, Public Service Commission, Queensland



Professor Deborah Terry
Vice Chancellor, Curtin University



EDUCATE



EDUCATE

→ **ANZSOG's mix of government owners and university partners means we are uniquely placed to offer programs that combine the practical insights of senior practitioners with the intellectual rigour of world-leading academics.**

A globally-recognised school for developing the theory and practice of outstanding public sector leadership, we operate in cities across Australia, New Zealand and the Indo-Pacific.

We have created an outstanding, immersive learning environment that attracts the most promising public sector leaders. The curriculum covers the issues that students are dealing with daily, and our teaching style is based on real-world examples and interactive learning, where participants learn from the perspectives of their peers. Students are encouraged to work collaboratively, through initiatives such as work-based projects, and to build networks that stay active after the course is completed.

Our courses range from the two-year Executive Master of Public Administration to day-long workshops on key issues and core skills. All courses focus on equipping participants with the skills and mindset they need to be leaders in their jobs and to deliver public value for the communities they serve.

ANZSOG has a commitment to providing diverse gender and cultural representation in both its faculty and students across our educational programs.

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION

The Executive Master of Public Administration (EMPA) is ANZSOG's flagship course – a two-year post-graduate degree that equips senior managers with a broad toolkit of essential skills required in today's public sector. The EMPA produces world-class public sector leaders with strong skills in everything from financial management to laws and regulations, data analysis and intellectually sound policy-making.

The program has been designed in collaboration with ANZSOG's owner governments and accredited by our partner universities in Australia and New Zealand. It applies the latest thinking and academic rigour, while being firmly grounded in the reality of the modern public sector environment. Participants learn from world-recognised academics and high-calibre practitioners from the senior ranks of the public, not-for-profit and private sectors. Graduates gain an understanding of policy design, economics and the law, and the ability to think strategically about their work.

The EMPA is a supportive and collaborative environment, which allows graduates to build a network of peers from across Australia and New Zealand that will be a valuable resource for the rest of their careers. The EMPA is taught at eight universities across Australia and New Zealand, and includes the option to study a unit delivered in partnership with the Lee Kuan Yew School of Public Policy in Singapore. Students complete a mix of compulsory and elective units, as well as an applied research work-based project during the second year of the degree.

The EMPA program now has over 1545 graduates based in 15 countries around the world and has been providing high-quality education since 2003.



→ **EMPA graduates are confident, critical thinkers with the skills required to manage the growing complexity of public sector challenges and deliver public value to the communities they serve.**

EXECUTIVE FELLOWS PROGRAM

The Executive Fellows Program (EFP) is an intensive, three-week residential course which helps senior executives develop their adaptive capacity to lead public sector organisations in complex and uncertain environments.

The EFP provides a rare opportunity for learning and reflection away from the office. The immersive course challenges and stretches its participants and gives public sector leaders the tools they need to spark critical insights and build their capacity to innovate.

→ **The program uses the latest thinking and academic research but is grounded in the reality of modern public sector challenges.**

Participants learn from a unique combination of world-recognised academics and high-calibre practitioners from the public, private and not-for-profit sectors. The EFP includes faculty from Singapore's Lee Kuan Yew School of Public Policy, The University of British Columbia in Canada and Warwick University in the UK.

The EFP is a supportive and collaborative environment which allows graduates to build a network of high-level leaders from across Australia and New Zealand which will be a valuable

resource for the rest of their careers. The EFP is delivered in three cities across New Zealand, Australia and the Indo-Pacific region. A core element of the EFP is the annual Impact Lab for alumni, which is focused on refreshing and extending learning, deepening networks, and helping participants overcome obstacles to applying their learning. The EFP has increased the leadership capacity of over 990 graduates since 2003.

TOWARDS STRATEGIC LEADERSHIP

Towards Strategic Leadership (TSL) is a program with a unique philosophy and structure designed to create leaders who can effectively manage people and programs and respond to change. The program is aimed at senior executives or managers who have recently moved, or are about to move, into a more strategic leadership position in the public or not-for-profit sectors.

The most effective leaders have a defined sense of purpose, a strong sense of self and the ability to discern and address not only the urgent but the strategically important tasks. TSL is designed to develop such leaders.

We help participants develop habits of reflection and strategic thinking, and encourage them to integrate these into their everyday practices. The course aims to reveal the potential strengths as well as the endemic roadblocks within participants and the systems they inhabit.

TSL harnesses the knowledge and experience of the participants as a key learning tool through active participation. Its practical approach includes real-world case studies, experiential learning and access to exceptional leaders, and helps participants build a network of like-minded peers.

The TSL program has produced over 250 graduates since 2009.



EXECUTIVE EDUCATION

ANZSOG delivers specialised workshops in a range of disciplines designed to meet the practical needs of public sector workers and agencies. This is part of ANZSOG's role of building the capacity of public services across Australia and New Zealand and spreading the latest thinking on public management.

Executive Education workshops expose public sector workers to new ideas and different perspectives. The workshops allow agencies to fill specific gaps in the skill sets of their employees or teams.

Presented by world-leading experts, the workshops cover a range of subjects including: regulation, policy design, behaviour change, solving complex problems and evaluation for the public sector. Workshop topics are continually updated to ensure they cover areas which are relevant to our owner governments and the needs of their staff.

By working with our government owners and university partners, ANZSOG's Executive Education workshops are able to meet the professional development needs of 1500 public sector employees each year.

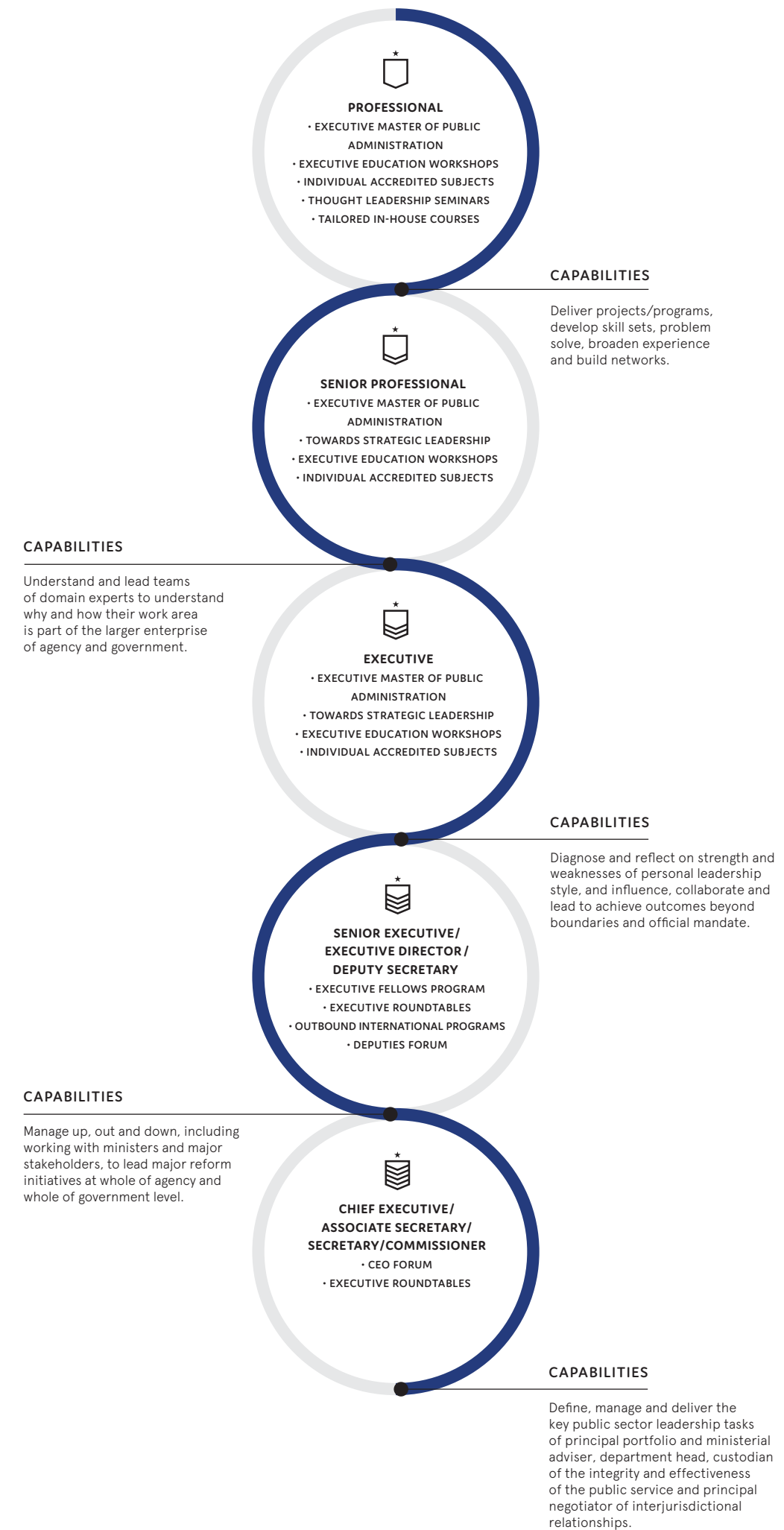
TAILORED LEARNING

ANZSOG works with individual government agencies to develop courses that suit their needs and which can increase capabilities and bring about concentrated changes in understanding and practice.

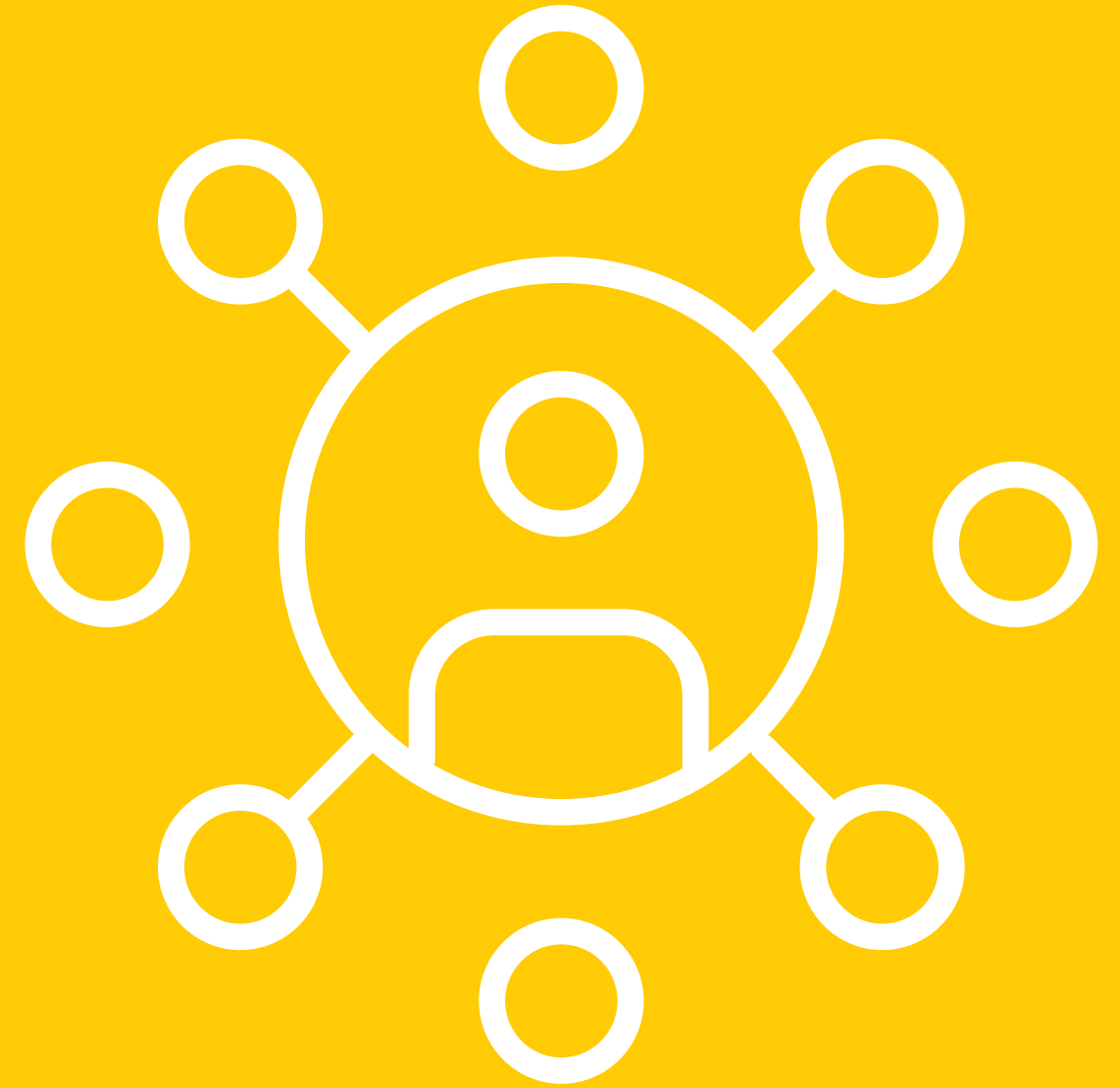
Our long-term relationships with our ten owner governments give us a unique understanding of their needs, and our network of academics and practitioners gives us the expertise to design and deliver tailored education programs for individual agencies and jurisdictions that meet their specific learning needs.

These courses are shaped by the needs of the agency, ranging from a seminar series through to intensive, multi-module learning programs.

Tailored short courses can incorporate content on new ideas and approaches to issues, drawing on expertise in areas as diverse as behaviour change, budgeting and finance, economics, program evaluation, evidence-based policy, governance, knowledge management, leadership, inter-agency collaboration, organisational change, policy skills, strategy, evidence and evaluation, project management and service delivery.



INSPIRE



INSPIRE

THOUGHT LEADERSHIP

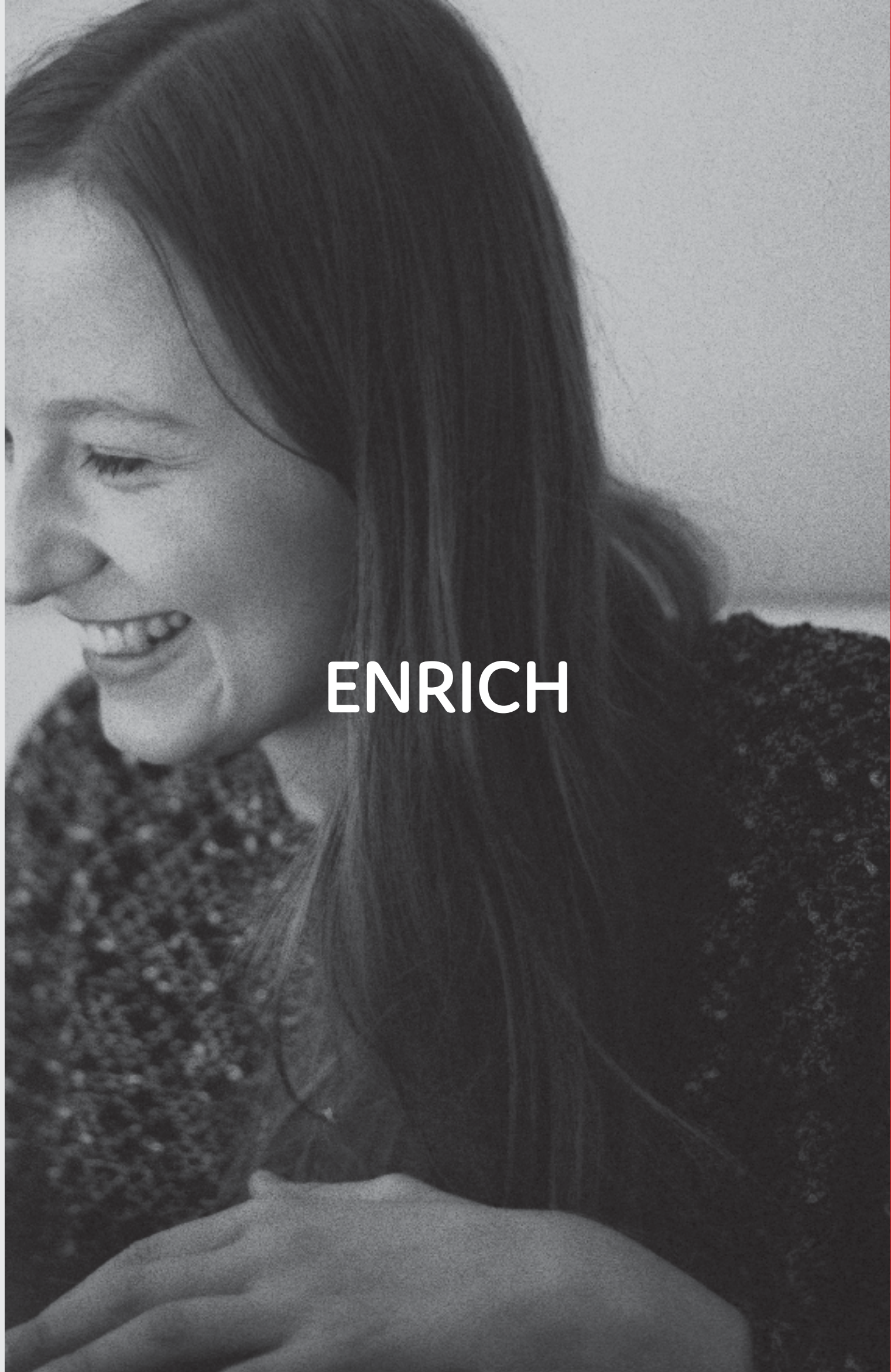
Thought Leadership sees world-leading academics share their knowledge with public managers, creating a dialogue which encourages learning, reflection and innovation.



→ ANZSOG's Thought Leadership seminars are developed and delivered in partnership with owner governments to bring challenging and fresh ideas in public policy and public management to wide and diverse audiences of practitioners.



→ Each seminar encourages rigorous, critical and innovative thinking to support the capacity of public servants to deliver the highest quality services to citizens.



ENRICH



ENRICH

→ ANZSOG's research program focuses on collaborative research that lifts the quality of public sector management and creates solutions for governments. We link academia with practitioners to solve current challenges and assist the public sector to improve outcomes for people and communities.



RESEARCH

We use our unique network of scholars, practitioners and governments to fund practical research that meets the demands of our owner governments and addresses contemporary issues in public administration, policy development and management.

In 2017, ANZSOG expanded its research funding from \$250,000 a year to \$750,000, on the basis that every dollar is at least matched by a government, university, foundation or other partner. This will result in up to \$2.25 million in funding for research into public administration and public policy issues each year, with an emphasis on research with practical application. ANZSOG also appointed University of Melbourne Vice-Chancellor Glyn Davis AC as chair of its research committee.

→ All our research aims to inform debate and enhance the knowledge and capability of public services in Australia and New Zealand.

As well as ANZSOG's research program and the work of our academics, our research activities include the *Evidence Base* journal, the ANU research series and one-off collaborations on specific issues.

CONFERENCES

ANZSOG works with partners to organise and run conferences on key issues facing the public sector, such as Indigenous engagement and the implications of the rise of big data.

These conferences use ANZSOG's networks to bring together public servants, academics and other experts, from Australia, New Zealand and the rest of the world, to create unique forums for productive discussion. Findings from conferences are distributed broadly to spark debate and provide resources for further discussion.

EVIDENCE AND EVALUATION HUB

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

Rather than seeing evaluation as the responsibility of a few technical experts, or an afterthought to the 'real' work, the Hub places an emphasis on ensuring that evaluative thinking and evidence-informed decision making are embedded in the ways that organisations and people work.

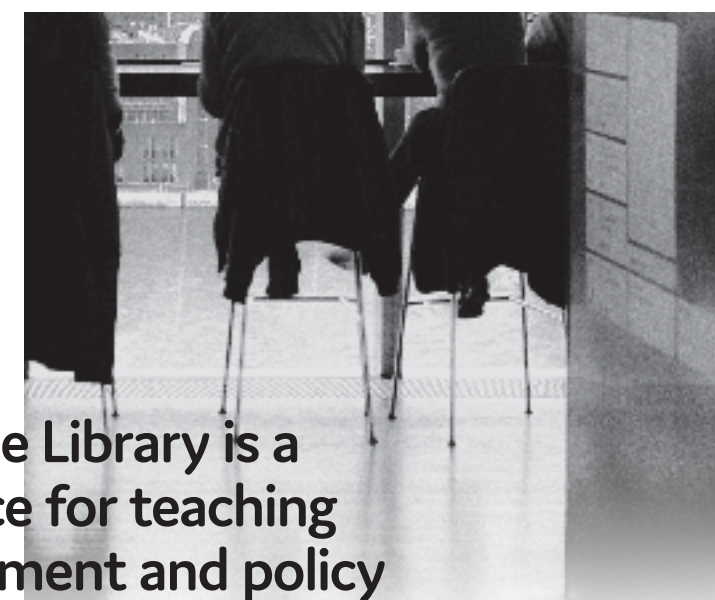
The Hub works with public services and not-for-profit organisations, to evaluate specific projects or policies, to strengthen evaluation capacity and to conduct research into strategies for more effective evaluation.

The Hub designs and delivers evaluation capacity strengthening activities, including blended learning workshops, mentoring, and quality assurance.



JOHN L. ALFORD CASE LIBRARY

→ ANZSOG's Case Library is a unique resource for teaching public management and policy and has become the third-largest collection in the world with nearly 200 cases from federal, state and local governments in Australia and New Zealand.



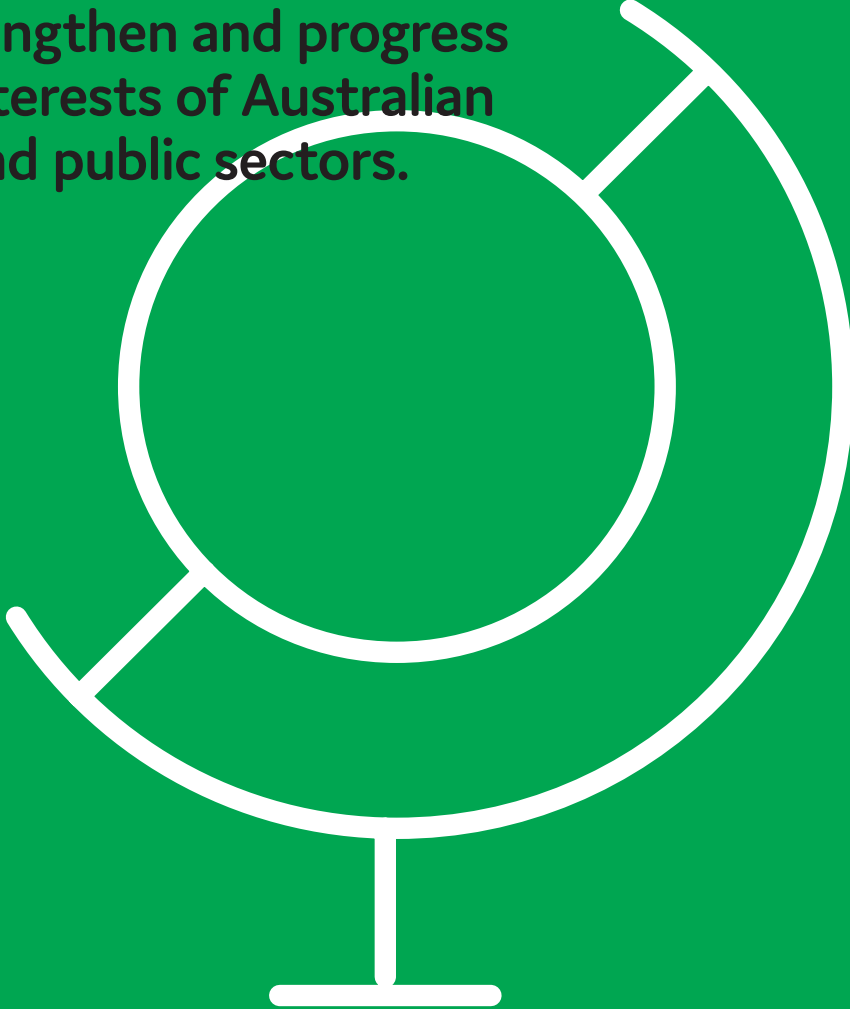
The cases provide detailed descriptions of real-world examples of public management and policy issues. They are a vital resource for ANZSOG's courses, which use the interactive approach known as 'case teaching', focusing on people as decision-makers and giving practical shape and illustration to concepts.

The Case Library was started in 2004 to remedy the lack of case studies relevant to our region. It was made freely available to the public in 2017 as part of ANZSOG's ongoing mission to lift the standard of public administration in Australia and New Zealand, and offers a regularly-updated collection of resources to assist anyone interested in public management. It is now named after its founder, former ANZSOG Professor of Public Management John Alford, in recognition of his contribution to the creation and international reputation of the Case Library.

CONNECT



→ ANZSOG’s international programs develop partnerships and connections across the Indo-Pacific to educate, strengthen and progress the strategic interests of Australian and New Zealand public sectors.



INTERNATIONAL ENGAGEMENT

ANZSOG’s international programs develop partnerships and connections across the Indo-Pacific to educate, strengthen and progress the strategic interests of Australian and New Zealand public sectors.

The programs are generally aimed at deputy head of agency level or above from Australia, New Zealand and international jurisdictions. Tailored programs for other levels of the public sector can also be developed.

Participants learn about cultural differences and gain first-hand exposure to alternative models of public sector leadership and management, including how other governments are approaching similar challenges.



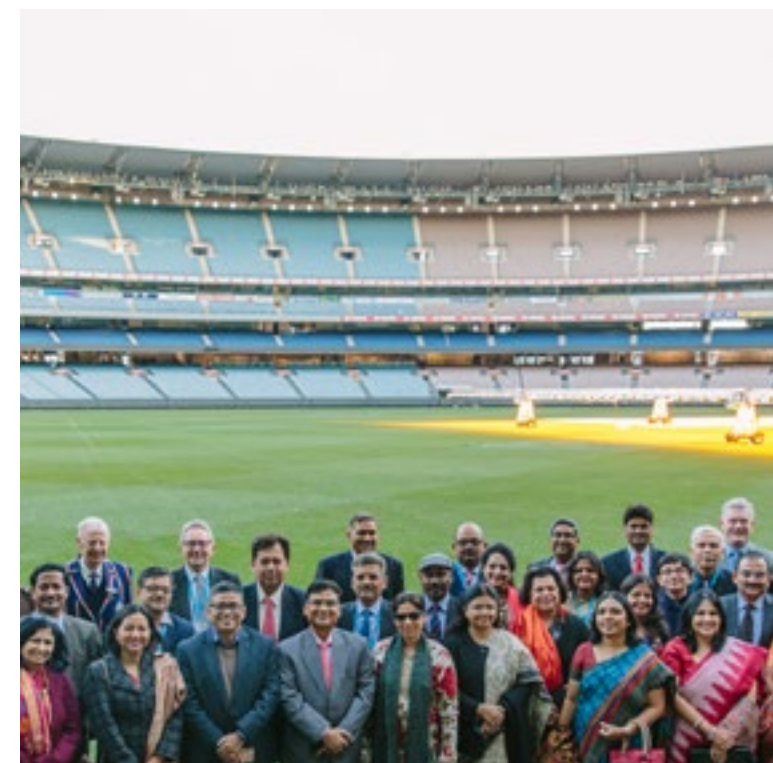
CHINA RECIPROCAL PROGRAM

ANZSOG’s China Reciprocal Program is a two-week intensive in-country program that provides an opportunity for Australia and New Zealand senior public officials to gain a deeper understanding of China. The program covers several major cities in China and introduces participants to senior Chinese officials and explores information, ideas, values and beliefs with a focus on the Chinese system of government, including politics, the economy, and key contemporary issues such as the environment, industry and social policy.



CHINA ADVANCED LEADERSHIP PROGRAM

The China Advanced Leadership Program is a three-week program for Chinese officials, delivered in Australia and New Zealand. The program develops productive relationships between high-level public officials of Australia, New Zealand and China, whilst providing the opportunity for Chinese officials to learn from our approaches to leadership, policy and public administration issues of common concern.

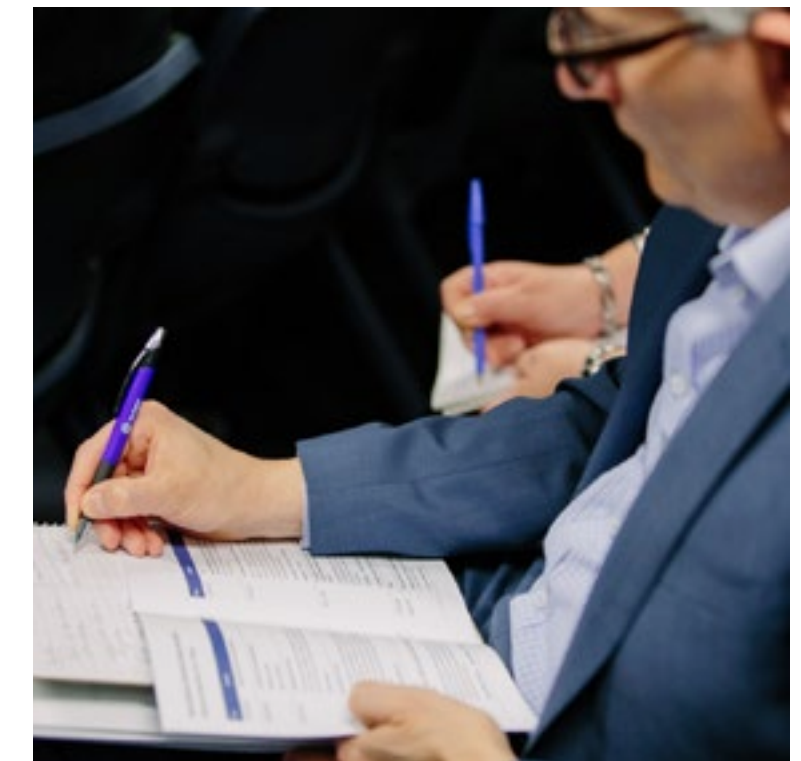


INDIA ADVANCED LEADERSHIP PROGRAM

The India Advanced Leadership Program is a unique collaboration between ANZSOG, the NSW and Victorian governments and India's Department of Personnel and Training. Inaugurated in 2013, the one-week program delivered in Melbourne and Sydney to Indian public officials aims to develop a positive and productive relationship between high level public officials of Australia, New Zealand and India.

CEO FORUMS

The program has been running since 2006, and since 2017 has been operating under the leadership of Professor Glyn Davis AC and Dr Jeffrey Harmer AO. It centres on strategic management techniques and how to apply these in the world of government. It provides a forum for sharing knowledge and confidential discussions about some of the most pressing issues facing Australia and New Zealand. The forums include input from social commentators, intellectuals and current and former leading government and political identities from Australia and New Zealand, including former Australian state Premiers. Due to the success of the CEO Forum, ANZSOG commenced a Deputies Forum in 2018 aimed at providing the same opportunities to public sector deputies.



→ ANZSOG's annual CEO 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.



INDIGENOUS ENGAGEMENT

ANZSOG acknowledges the Traditional Owners of the land on which the organisation operates and pays respect to Elders, past and present.

ANZSOG is committed to working with communities across Australia and New Zealand to promote and prioritise the perspectives and contributions of Aboriginal and Torres Strait Islander peoples and Māori.

As part of the organisation's responsibility to First Peoples, ANZSOG is developing programs and research to support the development of better educated, informed and motivated public sector leaders. This is relevant for all members of the public service, including Aboriginal, Torres Strait Islander and Māori public sector leaders and non-Indigenous public sector leaders.

ANZSOG is committed to helping create public services that are diverse and representative of the communities they serve. This means public services which value Indigenous culture and knowledge, and work to recruit and retain Indigenous public servants at all levels.

ANZSOG is working with government departments to create an inter-jurisdictional network for sharing knowledge and experience, to support Indigenous leadership in the public sector and maximise the influence of First Peoples across all levels in every jurisdiction.



→ **In 2017, we partnered with Australia's Department of the Prime Minister and Cabinet to hold the 'Indigenous Affairs and Public Administration: Can't we do better?' Conference to mark the 50th anniversary of the Commonwealth Government's role in Indigenous policy in Australia.**

The conference brought together over 250 delegates from across Australian states, territories and the Commonwealth, to begin to chart a positive path for transformation in the public administration of Indigenous affairs.

This was followed by the first in a series of forums of Indigenous public servants from Australia and New Zealand in Canberra, which discussed the challenges within the public service and the benefits that could be delivered by employing more Indigenous people.

ALUMNI

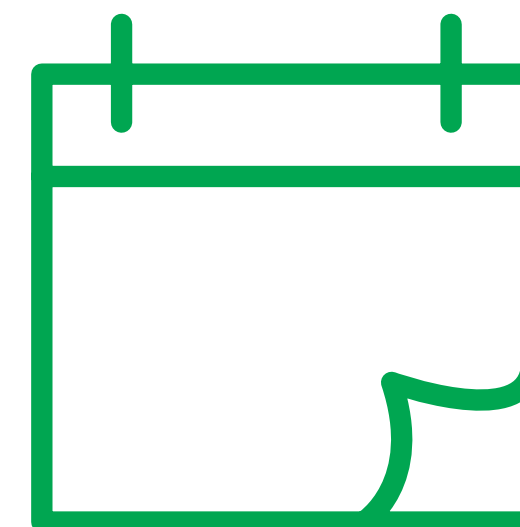
ANZSOG's alumni network is one of our greatest strengths and forms a powerful network of influential leaders across the senior levels of the public sectors of Australia and New Zealand, and internationally. Our alumni community is now 3,600 strong and based in 37 countries, offering a wealth of knowledge and experience.

ANZSOG's alumni program helps our alumni to stay connected and build their relationships by providing professional development opportunities and networking events. Alumni have the chance to refresh their skills, knowledge and networks by participating in professional

development, thought leadership and visiting academic events organised in partnership with local alumni groups.

Many alumni play an active role in ANZSOG, by serving as program mentors for current students or acting as Alumni Ambassadors. They also have the opportunity to contribute to ANZSOG's future direction through working groups or the Alumni Advisory Council.

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