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# ANZSOG

Mr David Thodey AO  
Chair, APS Review Panel  
Department of the Prime Minister and Cabinet  
PO Box 6500  
Canberra ACT 2600

*Dear David,*

I am pleased to provide you with the submission of the Australia and New Zealand School of Government (ANZSOG) to the review of the Australian Public Service.

On behalf of ANZSOG, my team and I would be delighted to discuss any elements of the submission with the Review Panel or Secretariat. The submission details the role that ANZSOG plays in supporting better public administration. Further detailed information is available on our website: [www.anzsog.edu.au](http://www.anzsog.edu.au). We welcome publication of our submission, and it would be our preference to follow publication with communication via ANZSOG's website and social media channels.

Thank you for the opportunity to provide input to this important review. We look forward to working with the Review Panel and/or the Secretariat. I can be contacted at [k.smith@anzsog.edu.au](mailto:k.smith@anzsog.edu.au) or on (03) 8344 1977.

Yours sincerely



**Professor Ken Smith**  
Dean and CEO



# ANZSOG submission to the review of the Australian Public Service

July 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.

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# Introduction and recommendations

## Introduction

The review aims to ensure that the APS is fit-for-purpose for the coming decades, by identifying potential reforms and the capabilities needed to deliver public value.

An organisation that is fit-for-purpose is one that understands its purpose and the capabilities required to achieve that purpose.

In considering our response to the terms of reference for the APS Review, ANZSOG has reflected on the current and future challenges facing the APS, the existing capability and structures of the APS, and international research on public sector capability.

We consider capability as the ‘defining strengths’ of an organisation; 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 APS will come from building the skills and capacity of the public sector workforce, which is a focus for ANZSOG.

The OECD’s Directorate for Public Governance has identified four areas of capacity required in the public sector workforce – 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). We have used this OECD framework to review and improve our programs to target contemporary challenges for the Australian and New Zealand public sector, and it informed our response to this review.

We begin by demonstrating our own approach to strengthening fitness for purpose.

## Improving our own fitness for purpose

ANZSOG is currently completing a strategic review in which we have considered our own fitness for purpose and the capabilities required to achieve our purpose. This is a useful case study of the process to strengthen fitness for purpose in a dynamic environment.

As an organisation owned by the ten (10) governments of Australia and New Zealand and facilitated through our fifteen (15) domestic partner universities, our stated purpose is the result of considerable negotiation. Clarifying an organisation’s purpose is the essential first step in establishing fitness for purpose.

***Our purpose*** – *To work with our government owners and university partners to lift the quality of public sector leadership and improve the lives of Australians and New Zealanders in everything we do.*

To understand our fitness to achieve this purpose, we considered seven trends that are shaping the role of the public sector, and how it operates.

- Five trends that affect the role and functions of the public sector:
  - Increasing complexity and uncertain environments – requiring new knowledge, flexibility, collaboration, and different ways of working.
  - Greater social diversity through migration and engagement with Indigenous people – requiring new ways of engaging with communities.
  - Declining trust in governments – requiring sensitive responses and greater focus on integrity of institutions.
  - Changing expectations about the role of government and access to services – requiring innovation in service delivery and information sharing, for effective interfaces between people and government.
  - Potential of big data and analytics – providing new options for the public sector, but also new regulatory challenges.
- Two trends that affect the approach to public sector education:
  - Changing profile of the public servant – with a greater diversity of staff across social and professional backgrounds.
  - Changing attitudes toward professional development – with many ways to support life-long learning, and greater focus on the impact of education.

These trends require the APS to expand and enhance its capability, and to develop new ways to build capability. Knowing our purpose as an organisation aiming to strengthen capability in the public sector, and understanding these trends, we identified four themes in our work toward our purpose:

**Educate** public managers to improve their skills, capacity and leadership and expose them to the best thinking on public management.

**Enrich** debate on the future of our public services through our research and providing forums for discussion of key issues.

**Connect** public sector practitioners and academics and build networks across agencies, sectors and jurisdictions.

**Inspire** public sector leaders to be proud of their chosen career and be the best they can for themselves and the communities they serve.

We are now working to refine and strengthen our capabilities, within ANZSOG and through our networks, in order to do this work effectively and achieve our purpose. For ANZSOG, strengthening our capabilities includes revising the content and delivery of our educational programs, expanding our research program to ensure it is directly relevant to member governments, and establishing teams and networks to directly build capability within agencies.

## Recommendations: areas for attention

ANZSOG's submission touches on what we believe are nine (9) priority areas for the APS Review to consider in the context of its terms of reference. Our view is that these are significant areas of attention for the APS to meet its mission in future. These are:

- Recognising the significant role of the non-profit and private sector in service delivery now requires greater capability for commissioning and contracting, and attention to the capability of these counterpart organisations.
- Providing access to systematic and ongoing targeted research to support innovation.
- Delivering high quality policy advice, through an assessment of policy capability, and developing ways to better use research and collaboration for policy advice.
- Acting with integrity to strengthen public trust, through an institution-first approach to integrity.
- Leading effective organisations, through prioritising appropriate leadership for effectiveness rather than simply relying on ongoing structural change.
- Working across the Federation, through attention to the interfaces between jurisdictions and the responsibilities of each level of government.
- Strengthening Indigenous leadership in the APS, by building both the status of Indigenous public servants and the capability of the APS to engage with Indigenous communities and other jurisdictions/organisations.
- Creating greater public value through innovation, drawing on research and new learning and development methods.
- Making better use of data, recognising both the potential of digital transformation and the technical and strategic challenges that must be addressed.

## Recommendations: specific actions

ANZSOG recommends some specific actions to the APS Review, as outlined in detail in the following sections of this submission:

In the next section, on ANZSOG's role:

- Consider appropriate models to provide research and education in the non-profit, mutual, local government and private sectors.
- Consider the need for a systematic research program to support ongoing innovation in the public service.

In the subsequent section on strengthening capability of the APS:

- Undertake an APS-wide assessment of current policy capacity which includes (i) internal sources of advice (ii) external sources of advice (iii) areas of expertise (iv) processes for the internal and external development/commissioning of advice
- Consider integrity on an institution-first basis, so that it moves beyond an individual, rule-based, absence of corruption approach.
- Agencies should develop common concepts of institutional integrity and public officer integrity that allow for consistent and broad support for integrity and ethical conduct across the APS.

- Given the importance of leadership for organisational effectiveness, we recommend that the APS Review devote attention to exploring the kinds of leadership attributes that will be required in the future APS.
- Ensure services are planned and delivered by the right level of government, to maximise responsiveness in case and place management.
- Acknowledge and support the need for further development of capability to respond effectively to the needs of Indigenous people, and in leading work to ensure greater focus on achieving improvements in government service delivery, whether direct or through the not-for-profit, state/territories, and private sectors.
- Building the capability for innovation across the APS requires a focus on changes in organisational culture and practices, both bottom-up and top-down.

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## ANZSOG: an asset for the Australian public sector

Owned by, and working for, the ten governments of Australia and New Zealand, ANZSOG is a global leader in education and research that aims to lift the quality of public sector leadership.

ANZSOG's success is built on its partnerships with the national, state, and territory governments of Australia and New Zealand and its partnerships with 15 domestic universities. ANZSOG's partnerships ensure its students and stakeholders have access to the world's leading academics and senior practitioners from the government and non-government sectors. Through its affiliate partners and relationships with faculty including those from Harvard Kennedy School, the Lee Kuan Yew School of Public Policy, and the Utrecht University School of Governance, ANZSOG has the breadth and depth to have first-class faculty and the capacity to recruit leading scholars worldwide.

ANZSOG is a not-for-profit public company founded in 2002 with the support of the Australian and New Zealand governments. Both contributed a substantial initial injection of capital funds. We have prudently managed these funds such that they now provide a resource base to support ongoing innovation in the public sector.

### Supporting fitness for purpose in the APS

Government touches all aspects of our lives. Improvements to the quality of the public sector and the services it delivers have broad social, economic, and environmental benefits for the community. However, all governments are facing increasing challenges in their daily work. New skills are required to manage digital transformation, disruptive innovation, demographic diversity, loss of trust, and the rise of anti-expert, anti-evidence, and populist movements.

We believe that ANZSOG can work strategically with the APS to address these current and emerging challenges. Our capability to address such challenges is demonstrated in our education programs, our strategic partnerships, and our research. A more detailed explanation of our method for increasing public sector capability and the courses and activities we offer is provided in the recently published ANZSOG capability statement (attached to this submission).

### Educational leadership for the public sector

Our pedagogy is innovative and interactive, designed to bridge the gap between theory and practice for public sector managers. ANZSOG's foundation education programs were a two-year part-time Executive Master of Public Administration (EMPA) with a curriculum designed for aspiring and senior public managers, funded by governments. It was premised on the idea that an MBA misses the distinctiveness of government, and the accompanying focus on public value as opposed to shareholder value. Our programs build public sector capability through combining the practical insights of senior practitioners with the intellectual rigour of world-leading academics. The Executive Fellows Program (EFP) was developed for senior officials, drawing closely on the Harvard Kennedy School design. These programs have evolved



over time but remain at the core of what ANZSOG offers and are now supported by a purpose-built case library (the third largest in the world) and a substantial research program.

Over time, ANZSOG has developed additional programs to support leadership development, Australia and New Zealand's public diplomacy policies, policy capability, and to improve jurisdictional relationships.

These programs include:

- **Toward Strategic Leadership.** This program aims to develop leaders managing the transition from professional to executive leadership, so they can effectively manage people and programs and respond to change.
- **The CEOs forum.** The forum provides a space to share knowledge and confidential discussions about some of the most pressing issues facing Australia and New Zealand.
- **The Deputies forum.** Participants will explore the unique challenges they face as deputies through an immersive learning experience, while being exposed to leading thinkers and practitioners in leadership development.
- **Executive education.** These are specialised workshops in a range of disciplines designed to meet the practical needs of public sector workers and agencies, which can be customised for an agency, or open-to-market. Recent growth in offerings is bespoke in nature rather than open-to-market.
- **India and China international programs.** In these programs, participants learn about cultural differences and gain first-hand exposure to alternative models of public sector leadership and management. In addition, significant work has occurred in the South Pacific and PNG, Malaysia, Singapore, and Indonesia.
- **Annual conferences and roundtables.** ANZSOG works with partners to organise and run conferences and roundtables on key issues facing the public sector, such as Indigenous engagement and the implications of the rise of big data.

These evolutions speak to the ongoing development of our offerings and acknowledge global geo-political transformation through a greater focus on Australian and New Zealand relations with East and South Asia. We have a strong and growing focus on Indigenous issues across Australia and New Zealand. We are likewise committed to achieving gender, racial, cultural, and cognitive diversity in our faculty, staff, and participant body so that we are representative of changing demography and community in Australia and New Zealand.

While ANZSOG has evolved, our purpose nevertheless remains: to shape the future of public sector leadership, and so better serve the Australian and New Zealand communities.

## **Building capability for public sector managers**

Our students are high-performing public sector managers who are nominated to join an ANZSOG program by their agencies or departments from across Australia and New Zealand. Our curriculum covers the issues that senior practitioners 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 and build networks that stay active after the course is completed. Throughout the programs, students gain an understanding of policy design and analysis, economics, the law, and how to think strategically about their work. We help them to develop their capacity to lead public sector organisations in complex and uncertain environments. This includes students diagnosing and reflecting on the strengths and weaknesses of their personal leadership style, and influencing, collaborating, and leading to achieve outcomes beyond an official mandate. Our graduates know how to

lead teams of domain experts to understand why and how their work area is part of the larger enterprise of their agency or government.

Our core programs now include people from the non-profit, mutual and local government sectors. The APS should recognise the growing reliance on external contracting and commissioning for key service delivery with both the non-profit, private and local government sectors. This issue is significant. Whilst services are delivered externally to government, government remains accountable for outcomes. A recent House of Commons report estimated that 13.7% of UK GDP is spent on public procurement (PACA Committee 2018). As such, it would be useful for the APS Review to consider future capability of sectors external to the APS yet essential to its continued effective operation. ANZSOG, with a specific mandate associated with government, is not in a position to deliver comprehensive education programs outside the public sector. However, there is major potential overlap between these sectors, which raises the challenge of senior leadership development in a range of areas external to government. Experience in other jurisdictions is that similar internationally focused public policy programs attract equal representation from the government, non-profit and private sectors.

In addition to our core programs, ANZSOG delivers specialised workshops and courses which are specifically tailored to individual government agencies or jurisdictions. These workshops and courses allow agencies to fill specific gaps in the skill sets of their employees or teams.

ANZSOG provides an environment for intensive, personalised capability building through secondments from participating governments. Our strategic review in 2018 offered an opportunity for four public service officers to work closely with ANZSOG and The Boston Consulting Group; this model provides a template for further collaboration with government in future.

### What ANZSOG recommends to the APS Review

Consider appropriate models to provide research and education in the non-profit, mutual, local government, and private sectors. The ANZSOG funding model of capital injection towards the development of a virtual institution linking the academy and practice is a logical starting point. Any model specifically developed could be structured to maximise working opportunities and efficiencies, working in partnership with ANZSOG to ensure effectiveness in research and education delivery.

### A trusted partner on difficult problems

ANZSOG has the ability to bring together world-leading academics and senior practitioners to work through a specific policy issue or 'public problem' via roundtables and seminars, serving as a safe space for difficult and frank conversations or to help broker complicated negotiations. These highly strategic events encourage collaboration between jurisdictions on shared and pressing issues, and bring together public, NGO, and even private expertise as required.

For example, in 2017, we partnered with the Department of the Prime Minister and Cabinet to hold the *Indigenous Affairs and Public Administration: Can't we do better?* conference. 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. Following this was the first in a series of forums of senior Indigenous public servants from Australia and New Zealand which discussed public service challenges and the benefits of employing more Indigenous people.

ANZSOG has likewise facilitated roundtables with the non-profit and mutual sectors, and hosted cross-jurisdictional fora on data sharing and analytics.

This model is flexible to government needs and promotes a solution-focused approach to challenging shared policy problems. Section 4 provides more detailed recommendations for Indigenous employment and Indigenous affairs.

## **A resource for constant improvement**

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. In 2017, ANZSOG committed to a demand-driven research approach in active collaboration with its government owners. It simultaneously implemented a significant increase in research funding from \$250,000 to \$750,000 per annum, with an objective of securing double-matched cash contributions from government owners and university members. This substantial fund, potentially valued at \$2.25 million or more per annum, could 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.

### **What ANZSOG recommends to the APS Review**

Consider the need for a systematic research program to support ongoing innovation in the public service. Leveraging off the ANZSOG funding allocation of \$750,000 per annum, and in conjunction with the states, territories, and New Zealand, with the possibility of parallel matched university funding, then the minimum fund for ongoing research on critical APS and other broader public service issues could be \$2.5 million per annum (minimum) in perpetuity.

## Strengthening capability of the APS: areas of focus

The review aims to ensure that the APS is fit-for-purpose for the coming decades. In responding to the terms of reference, ANZSOG has reflected on the current and future challenges facing the APS, the existing capability and structures of the APS, and international research on public sector capability. Our view is that there are a number of significant areas for the APS to strengthen capability, for which ANZSOG can provide advice and support. These are:

- Delivering high quality policy advice
- Acting with integrity to strengthen public trust
- Leading effective organisations
- Working across the Federation
- Strengthening Indigenous leadership in the APS
- Creating greater public value through innovation
- Making better use of data.

### Delivering high quality policy advice

A high performing APS can best serve the Australian community when it has the capacity to deliver high quality policy advice.

In a first-of-a-kind review of the effectiveness of civil services around the world, undertaken in 2017 by the Institute for Government and the Blavatnik School of Government, Australia ranks third overall in the assessment of 31 countries. Canada and New Zealand are in first and second place (Institute for Government 2018). In determining effectiveness, the International Civil Service Effectiveness (InCiSE) index focuses on a range of civil service procedures, processes and outputs which impact on the outcomes that government pursue. These include core functions (e.g. policy making, risk management, tax administration, HR) and attributes (e.g. integrity, inclusiveness, capabilities). In the specific area of policy making, Australia ranks seventh;<sup>1</sup> this indicator assesses (i) quality of policy advice; (ii) role of civil servants in setting strategic policy direction; (iii) policy proposal coordination across government; and (iv) monitoring policy implementation.

In developing policy advice, the APS draws on both internal and external sources of expertise. It is widely accepted that the 'market' for advice has substantially increased over time, partly through an opening up of the APS policy structures and systems (e.g. through contestability and outsourcing), but also through an increased commitment to community engagement (e.g. through public consultation processes or citizens juries). A key role of a fit-for-purpose APS is being able to develop, commission, mediate, and interpret multiple, often competing, sources of evidence and exercise judgment in presenting this to government and advising on current and future courses of action. The capabilities needed, therefore, range from how to

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<sup>1</sup> As is noted in the report, "No country consistently appears in the top 5 positions for every indicator, although there are some strong all-round performers and these are highlighted in the individual country assessments" p.5.

structure community engagement processes, through to producing high quality research. Our current understanding of the range of processes for seeking and incorporating advice across the APS is not very clear. A picture of this could provide increased opportunities for shared learning about good practice across the APS or identify areas where co-investment in research could be undertaken more effectively and efficiently.

A key component in maintaining and further developing the quality of policy advice is through the development of a range of internal and external sources of advice. A high-performance APS will maintain and develop its own sources of advice through, for example, investment in internal expertise and the development of research hubs/centres.

The APS also needs to maintain and develop the capacity to procure high quality advice, where needed, from external sources. To continue to provide, commission, and develop high quality advice, continued investment is needed in learning and development across the APS. This could involve programs that would enhance the research skills of current APS staff, developing networks of experts across the APS, or investment in learning and development that enhances the skills of APS members to procure external advice, including opportunities for cross-agency procurement.

There are also choices about the appropriate agencies to lead policy development. Economies of scale can be attained through developing centralised units for policy advice, and there has been a trend to greater policy development in central agencies. However, that ignores the considerable value to be had from line agencies developing policy advice that is well-informed by their engagement with other governments (e.g. states and territories), third party service suppliers (private, non-profit, and community), and directly with citizens. We suggest that a fit-for-purpose policy advisory function must be sufficiently flexible to support cross-government initiatives, while being able to draw upon the stream of insights that continuously flow through line agencies concerning program effectiveness and how policies are impacting with organisations and citizens 'on the ground'.

High quality policy advice requires different forms of knowledge; knowledge of good government practices, knowledge of the relevant evidence base, and knowledge of the context in which policy will be implemented. It is important to resource policy development teams to have access to all relevant forms of knowledge. Emerging insights from the application of design thinking and behavioural economics to policy development strongly suggest that policy advising can offer enhanced insights for program design and implementation when it is well-informed by knowledge of how government services are encountered 'on the ground'.

Whether the increased diversity of sources of advice has improved the performance of government or has been fit-for-purpose is unclear. The current Joint Committee of Public Accounts and Audit inquiry on the use of contractors and consultants across the Commonwealth will offer much insight. In any relationship where an organisation is reliant on external parties (whether it be for procurement of social services, or advice), there are various costs and benefits that much be weighed up – from the cost of procurement itself, through to relational and strategic costs and benefits. For example, well-commissioned input into policy advice can drive innovation, new approaches and the creation of public value. Poorly commissioned advice may erode the ability of government to deliver on its goals. An overreliance on external parties may, over time, impact on the capacity of the APS to fulfil its role (O'Flynn et al 2011). Internationally, there is emerging research which has shown that, in some areas, the increased use of management consultants has not delivered value for money and has reduced efficiency and performance (Sturdy 2018). Partly this can be explained by the hollowing out of internal expertise on core business (Parkinson 2018, Easton 2018) and inadequate governance structures to manage external actors who play a substantial role in the business of government (Sturdy 2018).

Developing the capacity to commission advice, in various forms, from a range of parties, is central to the APS. As is ensuring that the APS maintains, and develops, its own internal advice capability. This means getting a picture of the current state of capacity across the APS, for example, research skills and expertise and looking at opportunities to leverage shared research opportunities. This might include pooling resources internally to share research expertise to underpin high quality policy advice; or moving to joint commissioning of external policy advice. An example might be the creation of new research hubs internal to the APS, or shared hubs which draw together experts from across the APS with external experts.

### What ANZSOG can offer the APS

ANZSOG plays an important role in maintaining and developing policy capacity, and in providing access to a diversity of sources of advice. We do this through multiple channels:

- Through programs that focus on developing the leadership and management capacity of the APS, including to develop and deliver high quality advice.
- Through commissioning a portfolio of research projects, undertaken by experts from Australia and abroad, that provide robust sources of advice.
- Through drawing together members of the APS to explore complex issues and develop their capacity, individually and collectively, to respond to these.
- Through brokering access and relationships with thought leaders.

### What ANZSOG recommends to the APS Review

- Undertake an APS-wide assessment of current policy capacity which includes (i) internal sources of advice (ii) external sources of advice (iii) areas of expertise (iv) processes for the internal and external development/commissioning of advice
- Consider who should have input into advice provided to government and how that should happen; focus on developing a diversity of approaches for engaging with communities (from citizen surveys through to more in-depth deliberative processes); researchers (from arms-length competitively commissioned pieces of research, through to collaborative, long-term co-produced research, evidence and advice)
- Use the InCiSE index methods to benchmark policy advice performance against those assessed as high(er) performers in the index and develop avenues for learning from them (Institute for Government 2018).
- Develop a suite of learning and development offerings that enhance the capacity of the APS to commission internal and external advice, including exercising judgement about different types of evidence and research etc.
- Explore how the development and commissioning of future policy advice can occur in ways that benefit (1) from the economies of scale of centralised work and (2) the insights that come from close knowledge of how specific policies and programs impact upon and are dependent on the actions of citizens and third parties.
- Investment in internal research capacity and development – grow it where it already exists and incubate it where it may not.
- Investigate models for sector-wide capacity building for policy development. The New Zealand Government's Policy Project is a useful model for building capability, aimed at developing a 'high performing policy system'. It seeks to work as a catalyst, collaborating with agencies and providing resources and opportunities for learning. The program provides policy improvement frameworks, a toolbox of methods to support policy development, and is working to build an active policy community (NZ DPMC 2018).



## Acting with integrity to strengthen public trust

We are all aware that public trust in the institutions of our representative democracy has been declining (Brown 2017). Public trust is fundamental to our system of government and must be nurtured and strengthened. Building public trust requires consistency and clarity of action, beyond the management fads which emerge from time to time.

A trustworthy public sector is one that consistently demonstrates the ‘spirit of public service’, combining political neutrality with a commitment to serving the public interest and open government. This spirit of service enables a focus on public value, and the investment of public resources to create public value, which accumulates as public wealth for the public good (Mazzucato 2018).

The issue of transparency, integrity, acting in the public interest and ensuring public trust are foundational issues for the APS. They are important in shaping the APS, its values and ethical base and require ongoing discussion and reflection.

Integrity is critical for an effective public sector and building public trust. Unfortunately, agencies often seek to build integrity through a rule-based regime that views the issue of integrity very narrowly as simply the absence of corruption. Integrity is fundamentally an institutional attribute, which shapes the behaviour of individuals.

Dr Nikolas Kirby (an Australian and Director of the Building Integrity in Government Program at Blavatnik School of Government at Oxford University) argues that the focus on rule based primarily anti-corruption measures aimed at individual public servants misses the main point that we need to re-establish trust in institutions and through them then turn to the behaviour of individual public officers. As he states, “integrity in public life is an essential component in establishing trust between citizens and governments. This prioritization makes sense. The fundamental focus of governance must be in the quality of institutions, and only secondarily its individual officers” (Kirby 2018, p 11).

The focus on an institutions-first approach to integrity is appropriate for the APS. Kirby’s paper establishes the importance of focusing on institutions and states to build integrity:

“A public institution has integrity if and only if it has a robust disposition through its constitutive parts, to legitimately cohere to its legitimate purpose, consistent with its own commitments, across time and circumstance. And a public officer has integrity if and only if she has the robust disposition to support the integrity of her institution” (Kirby 2018, p 42).

### What ANZSOG can offer the APS

ANZSOG therefore encourages the review to take a fresh look at the approach to integrity within the APS as an institution first, and then conceptualize what this means for individual public officers. A concept of integrity is far broader than the narrower conception of what may constitute abuse of power in public office or official corruption. While rule-based arrangements are clearly important, they can lead to a compliance culture, as they are insufficient to provide for a public officer integrity. As David J. Apol, an Acting Director of the Federal Office of Government Ethics stated, integrity requires a “Should I do it? versus a “Can I do it?” mentality (Kirby 2018, p 34).

ANZSOG is keen to work with the APS and other public services across the nation to define, develop and refine the approach to integrity in the public sector.

## What ANZSOG recommends to the APS Review

ANZSOG recommends that the APS works to ensure:

- Integrity be considered on an institution-first basis, so that it moves beyond an individual, rule-based, absence of corruption approach.
- Agencies develop common concepts of institutional integrity and public officer integrity that allow for consistent and broad support for integrity across the APS.

## Leading effective organisations

Since its inception, ANZSOG has worked to strengthen the capability of governments operating at the national level in Australia and New Zealand as well as in the states and territories. We have also worked with representatives of governments in other countries – most notably, China, India, Singapore, Malaysia, and many Pacific Island nations – with the purpose of building managerial and leadership capabilities. While the immediate focus of our programs tends to be on the building of individual capability to offer leadership in government, a strong secondary focus is on equipping leaders to design and operate organisational structures that are fit for purpose.

While it is common for observers of government to assume that structural change involves major changes to the machinery of government, we see things differently.

The starting point for making fit-for-purpose organisations is to populate them with leaders who can effectively align the day-to-day behaviours and processes embodied in their organisation with a culture of high performance (as defined by the governors of the organisation). In short, leadership capability can translate into improved performance of structures and to the incremental adjustment of the structures themselves.

Realignment of structures has often been motivated by the need to strengthen capability and focus of organisations. These machinery of government changes are a constant feature of public administration in Westminster systems (Davis et al 1999). The APS has experienced more than 200 changes in the past 20 years, but questions exist on their efficiency, effectiveness, and the impact they have on APS cultures (Buick et al 2018).

Structural changes that are not accompanied by significant investments in the capabilities of organisational leaders are unlikely to generate anticipated dividends.

## What ANZSOG recommends to the APS Review

Given the importance of leadership for organisational effectiveness, we recommend that the APS Review devote attention to exploring the kinds of leadership attributes that will be required in the future APS. This could be achieved, most readily, through case study explorations of government organisations that have experienced objectively verifiable improvements in quality within relatively short periods of time. Useful cases could include the development of new agencies; the transformation of existing agencies; and the merging of two or more agencies into new entities. We are confident that a small-n study design could yield a set of rich lessons about how enhancement of leadership capability promotes organisational performance and continuous learning. Contrasts could also be drawn between cases where machinery of government changes were made part of organisational development versus those where the focus was on structural change with limited attention being given to enhancement of the competencies and capabilities of strategic leaders.



## Working across the Federation

The evolving nature of our federated structure require those in the APS to have regular contact with their state and territory colleagues. There are necessary interfaces between the Commonwealth and the states, for policy and delivery of services in all areas of government.

The Commonwealth has extensive and growing responsibility across social, environment, and economic policy arenas. In some cases, this involves direct responsibility for both policy coordination, funding and delivery (in areas like defence, aged care, income support, trade, and border security). In other policy areas the Commonwealth has significant policy coordination and funding roles, with delivery in conjunction with the states and territories (in areas like hospitals, schools, environmental management, and transport). In other discrete areas, states and territories have the major sole responsibility (corrections, police, child protection, emergency services, and some areas of justice), although often the Commonwealth is more involved in these areas to drive policy change or adjustment, for example, to achieve better outcomes for Indigenous people (given constitutional and coordination responsibility for Aboriginal and Torres Strait Islander Affairs).

The reality of working in a federation is therefore complex and requires most of the APS to work systematically with other jurisdictions to deliver better outcomes for the Australian community. This cross-jurisdictional working occurs through formal means, including negotiation through the COAG process or Commonwealth/State Ministerial Councils and Officers Groups. We see this currently with the ongoing significance of education and energy reforms, and with negotiation of outcomes of the Royal Commission into Child Sexual Abuse. But there are also many less structured interfaces with other jurisdictions that require further development of capability to streamline relationships between policy development and delivery.

We have seen both successful comprehensive reforms in the past (such as microeconomic reforms in the 1980s and 1990s) and valiant attempts to reform Commonwealth/State Relations more recently in the Rudd/Gillard and Abbott governments. The full gains of reforms to Commonwealth/State relations have eluded us, and there is still a need to pursue improvements to interfaces between jurisdictions, to create more effective and efficient government in Australia. Some might prefer the relative 'nirvana' of a unitary system of government with regional and/or local representative structures to deliver on the need for subsidiarity.

We need to ensure the APS has the skills and ability to continue to operate in a complex inter-governmental, and in fact, inter-sectoral environment. This requires a focus on facilitating both competitive and collaborative federalism. It will require a continuing focus on which level of government is best placed to plan and deliver services to diverse communities. We have seen a few successes, but unfortunately many failures, particularly relating to insufficient focus on implementation issues. Often too few public servants take heed of the dictum that service reform is 10% inspiration and 90% perspiration. We are reminded again and again of policy failure in implementation rather than at the conceptual stage.

### What ANZSOG can offer the APS

ANZSOG is in a unique position to bring commonwealth, state/territory, and other sector leaders together to review and plan better service delivery arrangements. We can do this through our research programs (including the Case Library), our education programs, and specific roundtables to work through how we might get consistent, coordinated effort to deliver better outcomes across a range of areas of government administration.

## What ANZSOG recommends to the APS review

ANZSOG recommends that the APS works to ensure:

- Services are planned and delivered by the right level of government, to maximise responsiveness in case and place management.
- Roles and responsibilities of the Commonwealth and states are clarified in those policy areas that requires resolution, to provide a basis for accountability to the community.
- Where there is primary responsibility for services to be delivered by states and territories (schools and hospitals), the Commonwealth consider developing independent capacity to coordinate data, monitor outcomes, and improvements, shifting from an inputs focus.
- Establishment of data sharing protocols with the states and territories, the non-profit and private sectors. These agreements must protect privacy while providing an inter-jurisdictional, inter-sectoral body of data as an evidentiary basis for service improvement, as has been achieved in other jurisdictions such as NZ.
- Innovative solutions are developed to address Vertical Fiscal Imbalance (VFI) in Australia's federated system. Recent attempts to maintain the important principle of Horizontal Fiscal Equalization (HFE) and the availability and quality of services across the nation, and attempts to reform HFE taking account of issues like GST revenue split, are important.

## Strengthening Indigenous leadership in the APS

### Building the status of Indigenous public servants

There are more Indigenous public servants shaping the public sector than ever before. However, significant work remains to achieve proper representation of Aboriginal and Torres Strait Islander peoples across all levels of the APS.

Professor Ian Anderson has described the current approach to building the public sector Indigenous workforce as “well past its use-by-date. It focusses on entry-level programs and assumes a sort of ‘trickle up’ model that looks increasingly constrained given the growing numbers of skilled and experienced Indigenous professionals working outside of government.” (Anderson 2017)

This has left many First Peoples being located at the lower and middle levels of the APS, and relatively few Aboriginal and Torres Strait Islander people in the SES. Increasingly agencies are recognising the need to better engage with Aboriginal and Torres Strait Islander public servants, make greater use of their talents, and increase the number of Indigenous staff.

Dr Martin Parkinson has set out the business case for inclusion and representation of Indigenous people in the public service, stating that diverse organisations are more innovative, creative, and successful than homogenous ones (Parkinson 2017). Yet diversity alone is not sufficient. The benefits of diversity come from inclusivity and valuing the diverse experiences and knowledge of staff.

Through engagement with Aboriginal and Torres Strait Islander public sector stakeholders, ANZSOG has identified some common challenges, and ways these can be addressed.

- Challenges for the individual – walking in both worlds.  
Leadership requires fulfilling commitment to land and people while working within standard public sector norms. There are significant opportunities to leverage the leadership of Indigenous public servants in mainstream roles. Indigenous-specific agencies and positions are important and have a place, but the APS also needs to create space for Indigenous people and policy in other areas.

- Challenges for the APS – working in relationship with communities.  
Stability in the machinery of government for the administration of Indigenous affairs must be achieved. This requires structuring government so that decision-making is responsive to community concerns and engages First Peoples.

The next step for the APS is to move from articulation of what needs to be done to realising those outcomes.

### Building the capability of the APS to engage with Indigenous communities

How the APS engages with Indigenous communities continues to be a fundamental issue for both groups. Since the 1967 referendum the Commonwealth has been oscillating between principles of guardianship/ assimilation and choice/ self-determination.

In working with Aboriginal and Torres Strait Islander public sector leaders, ANZSOG has repeatedly heard the message that the APS must engage with communities on the basis of substantive and reciprocal relationships. As one delegate to the 2017 ANZSOG Indigenous Public Servants Forum explained:

“We know there are no simple solutions to the policy problems facing Indigenous people and communities... Governments and the public sector cannot assume they have the answers or solutions, or that they know the aspirations of our people. They need to keep in touch, maintain contacts and relationships, keep the channels of advice and communication flowing.”

Stronger relationships built on trust between government and community will be essential in overcoming the deficit frame through which much Commonwealth public policy deals with Indigenous peoples. An essential component of reframing the deficit lens is the public sector giving autonomy and decision-making power back to Indigenous people where appropriate.

We are currently working to help build capability for Indigenous-led program evaluation, funded by the Department of Prime Minister and Cabinet. ANZSOG currently hosts the BetterEvaluation website ([www.betterevaluation.org](http://www.betterevaluation.org)), a global initiative to improve evaluation by sharing information about choosing and using evaluation methods. In this project we are working with Indigenous evaluators to co-create guidance material on evaluation, and examples of good practice for Indigenous evaluation. These will be made available on the BetterEvaluation website for use by individuals, organisations and communities doing evaluation and those who commission or manage evaluations.

Last year, ANZSOG and DPM&C held our inaugural Indigenous affairs conference - *Indigenous Affairs and Public Administration: Can't we do better?* The capability of the APS to positively engage with Indigenous communities was a major theme of the discussions.

Professor Chris Sarra, in his address to the conference, called on governments to: “embrace our humanity and capacity to be exceptional; bring us policy approaches that nurture a sense of hope rather than an entrenched sense of despair; do things with us not to us.” Professor Sarra also explained that he does not “want white fellas to stand down, I want them to stand up and be in a high expectations relationship with us.”

### What ANZSOG can offer the APS

As a leader in the thinking and teaching of public sector leadership, ANZSOG is in a unique position to work with the APS to promote Indigenous leadership and transform traditional bureaucratic practice.

We do this through creating spaces for discussions including our Senior Indigenous Public Service Forum and our conference. The conference included over 300 Aboriginal and Torres Strait Islander

representatives, other Indigenous peoples and public servants from state and federal governments. This conference was designed to help re-establish old, and forge new, relationships between Australia's public services, Aboriginal and Torres Strait Islander public servants and Indigenous communities more broadly. ANZSOG also organises bespoke programs where we work with individuals and/or agencies to promote and develop Aboriginal and Torres Strait Islander leadership practices and stewardship of the public sector.

ANZSOG is continuing to work with Indigenous public servants and the APS to bridge cultural understandings between them. We are currently seeking an Indigenous public servant to be seconded to help lead our Indigenous programs, especially the next iteration of the forum and the conference.

To be able to engage in high expectations relationships with Indigenous communities, the APS will need to overcome the deficit frame that shapes policy. ANZSOG could assist with this transition through convening forums that bring together Indigenous knowledges, and APS perspectives, to jointly reflect on the way Indigenous policy has been framed and work to negotiate new understandings and concepts that can enable positive relationships with Indigenous communities. We can also draw on our extensive knowledge of co-production approaches to help agencies and programs develop the skills and methods to collaborate with communities.

#### What ANZSOG recommends to the APS review

- Acknowledge and support the need for further development of capability to respond effectively to the needs of Indigenous people, and in leading work to ensure greater focus on achieving improvements in government service delivery, whether direct or through the not-for-profit and private sectors.

### Creating greater public value through innovation

A high-performing APS must respond, often in innovative ways, to evolving challenges to perform its core functions. Public sector innovation is delivered when new ideas are executed to create public value.<sup>2</sup> Such ideas can be evolutionary – incremental and generated based on the limitations of existing solutions, and revolutionary – radical and non-linear changes to create novel offerings.

Machinery of government changes are sometimes proposed as a way to promote innovation, but research is needed to develop an informed agenda for any structural changes intended to enhance innovation culture and practice.

Current and future leaders in the public sector must be equipped and willing to recognise new ideas, take positive well-assessed risks, embrace measured disruption and implement effective innovative policies, for its functions to be delivered.<sup>3</sup>

ANZSOG prepares public sector leaders for these demands through program offerings that promote innovative thinking in the public sector, thought leadership that introduces new approaches to common problems, and creating networks that bring together peers.

#### What ANZSOG can offer the APS

Moving forward, ANZSOG is in a unique position, with its network of governments and academia, to work with the APS to incubate and develop new ideas and approaches: This could include using deliberative, collaborative and experimental lab-based approaches. Such “idea labs” often use approaches that can

<sup>2</sup> For more on innovation in the public sector see: Kastle 2015.

<sup>3</sup> For more on innovation, risk taking and the need to develop this in public servants see: Mazzucato 2017

provide the space for governments, universities, communities, and others to experiment with new ways to tackle common challenges. For example, by using design thinking to innovate in service delivery systems, or deliberative processes to work with communities to tackle tough policy decisions.

We are also experimenting with rapid research and data sprint approaches which will be done to work in partnership with government owners and partner universities to cross-fertilize knowledge, talent and achievement. This substantial new investment using innovative research approaches can fuel lab-based experimentation with broader stakeholder groups, and also infuse our program offerings.

### What ANZSOG recommends to the APS

Building the capability for innovation across the APS requires a focus on changes in organisational culture and practices, both bottom-up and top-down. Previous reports to governments recommended actions to increase innovation, and we consider that some of these recommendations are now a priority for the APS in order to realise the sought-after outcomes.

- As the *Ahead of the Game* review found in 2010, the APSC should contribute to capability through developing tailored, agency-appropriate learning and development opportunities that encourages both organisational-level and more system-wide innovation (AGRAGA 2010). ANZSOG is available to assist the APSC to develop and deliver these capability development programs.
- The APS Management Advisory Committee report of 2010, *Empowering Change*, showed that the APS has many options to build a culture of innovation in the public sector. Leadership is critical to building a culture of innovation, and APS leaders will require training and new methods to facilitate and champion innovation (MAC 2010). Collaborative arrangements are also necessary for innovation that is fit for purpose, and effective models for collaboration must be developed and tested to suit the context of agencies.
- Collaborative experimentation programs are increasingly being developed by governments to enable and support on-the-ground experimentation to address specific cross-agency policy challenges, and as a means of developing more innovation-focused cultures.

### Making better use of data

Understanding the potential of data and digital transformation is important for the APS. Making better use of data can lead to more informed policy, better service delivery, better management of public resources, and better outcomes for Australians. But there are many technical and strategic challenges that must be addressed.

Our **People-centred data collaboration** initiative over the last three years has been connecting organisations across all jurisdictions to explore ways to address these challenges. Senior officials from the Commonwealth and all states and territories have participated in roundtables, and now form a network of people who understand the issues and can drive the better use of data for public value.

Agencies often focus on analytical capacity, whereas the strategic challenges are best addressed across agencies. Our roundtables have helped agencies to understand ways to use data to support both operations and policy. Topics have included:

- improving the use of data for better people-centred policy and service delivery
- understanding the benefits of data collaboration in support of social investment, and using outcomes frameworks to guide data collaboration
- using data to support performance and transition to outcomes-focused management

- opportunities for data sharing and collaboration across agencies and jurisdictions, including dealing with different jurisdictional privacy arrangements
- building analytical capacity in the public sector
- developing specific data-related projects.

Building on our **People-centred data collaboration**, we are now working to facilitate knowledge transfer from specialists in data strategy and data science to the broader public sector. In March this year we curated a conference with the Australian Institute for Health and Welfare (AIHW), entitled *Breaking the Data Silos*. This two-day conference brought together 400 people from the public sector, university, and not-for-profit sectors to explore the issues around effective collaboration, data sharing, and more open use of data. Participants were challenged to look beyond building technical capability, to consider strategies and tools for data collaboration across the entire public sector and create a growing spirit of collaboration around data in the 'public purpose' sector.

We are planning a follow-up conference for April 2019, with a broader design and planning committee, representing key government agencies at federal and state level. This conference will among other themes look at the potential for data and digital transformation to enable greater use of evidence and outcomes measurement.

### What ANZSOG can offer the APS

ANZSOG has a key role as a hub in Australia's network of governments, allowing us to facilitate connections between agencies, link agencies to international experts, and deliver collaborative research projects to address specific challenges.

For example, research could include exploring the application of advanced analytics for interpreting unstructured data held by agencies, as a way to augment the capability of public servants. Developing data products and digital services requires a multi-disciplinary team, to cover the technical, strategic, social, legal, and ethical perspectives. ANZSOG has the deep public sector knowledge and access to international expertise to facilitate projects to explore options, and address challenges, to support innovation in data use and digital transformation.

More than ever the public service operates in a multi-disciplinary and cross jurisdiction environment, with access to vast amounts of data. Making better use of this data through data integration and sharing, and collaborative technologies, can significantly improve effectiveness.

## Conclusion

ANZSOG thanks the APS Review for the opportunity to provide this submission. We are of course willing to discuss in further detail any recommendations or specific elements of the submission with the Review Panel or Review Secretariat.



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## **Attachment: ANZSOG Capability Statement**

**ANZSOG**

**Australia &  
New Zealand  
School Of  
Government**



Owned by and working for  
all Australian and New Zealand  
governments

# SHAPING YOUR FUTURE

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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](http://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

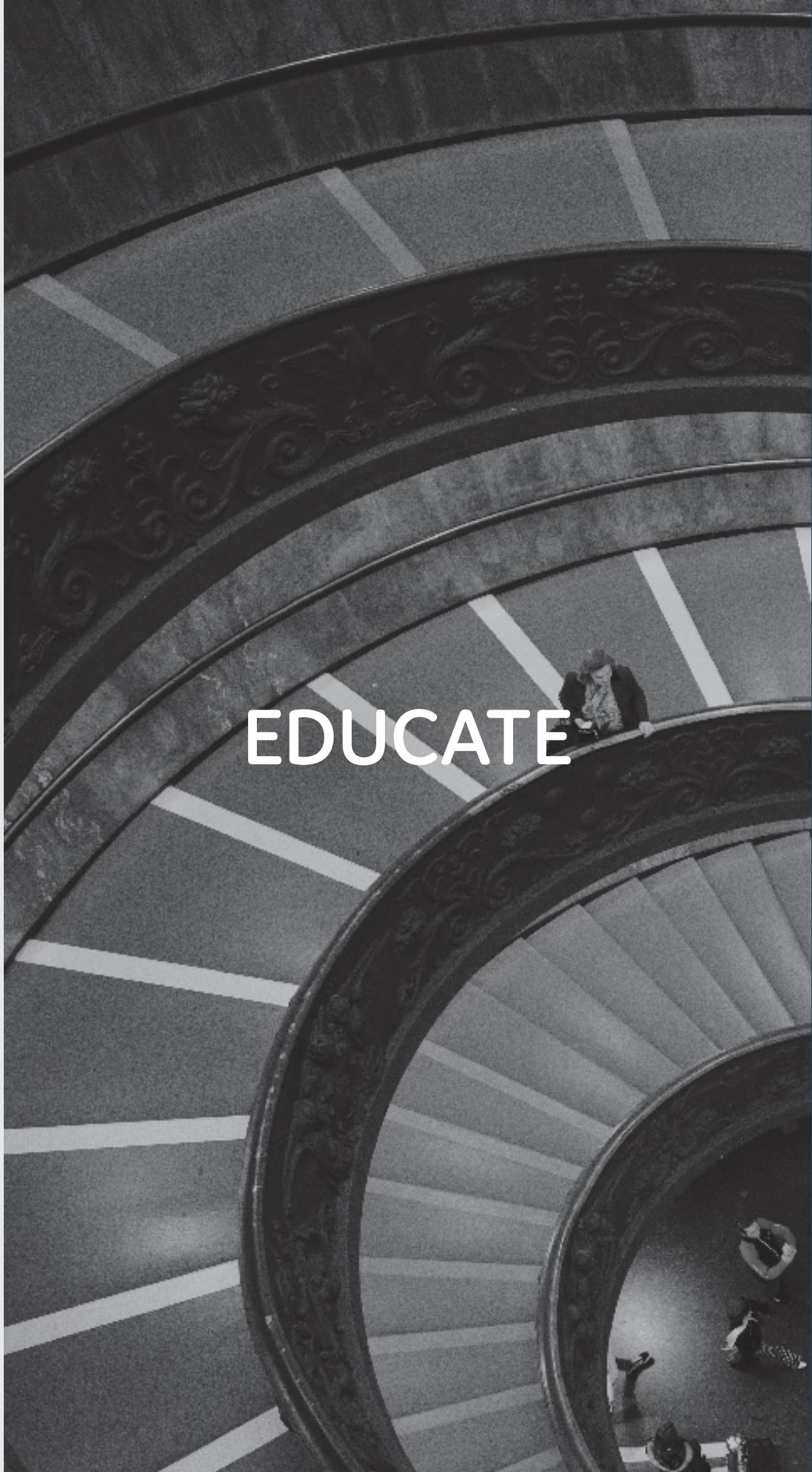


**Mr Robert Setter**  
Chief Executive, Public Service Commission, Queensland



**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.

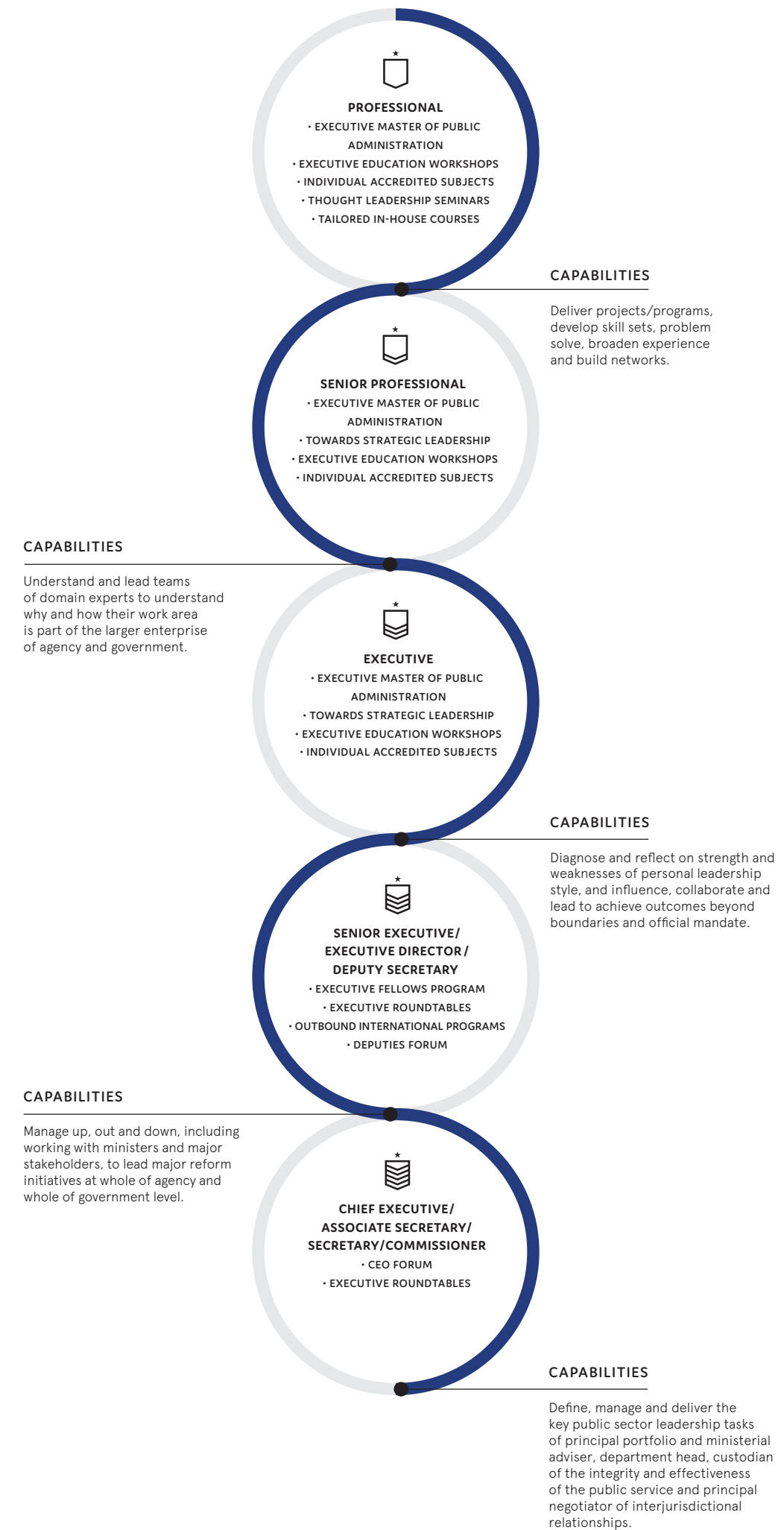
## TAILORED LEARNING

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.

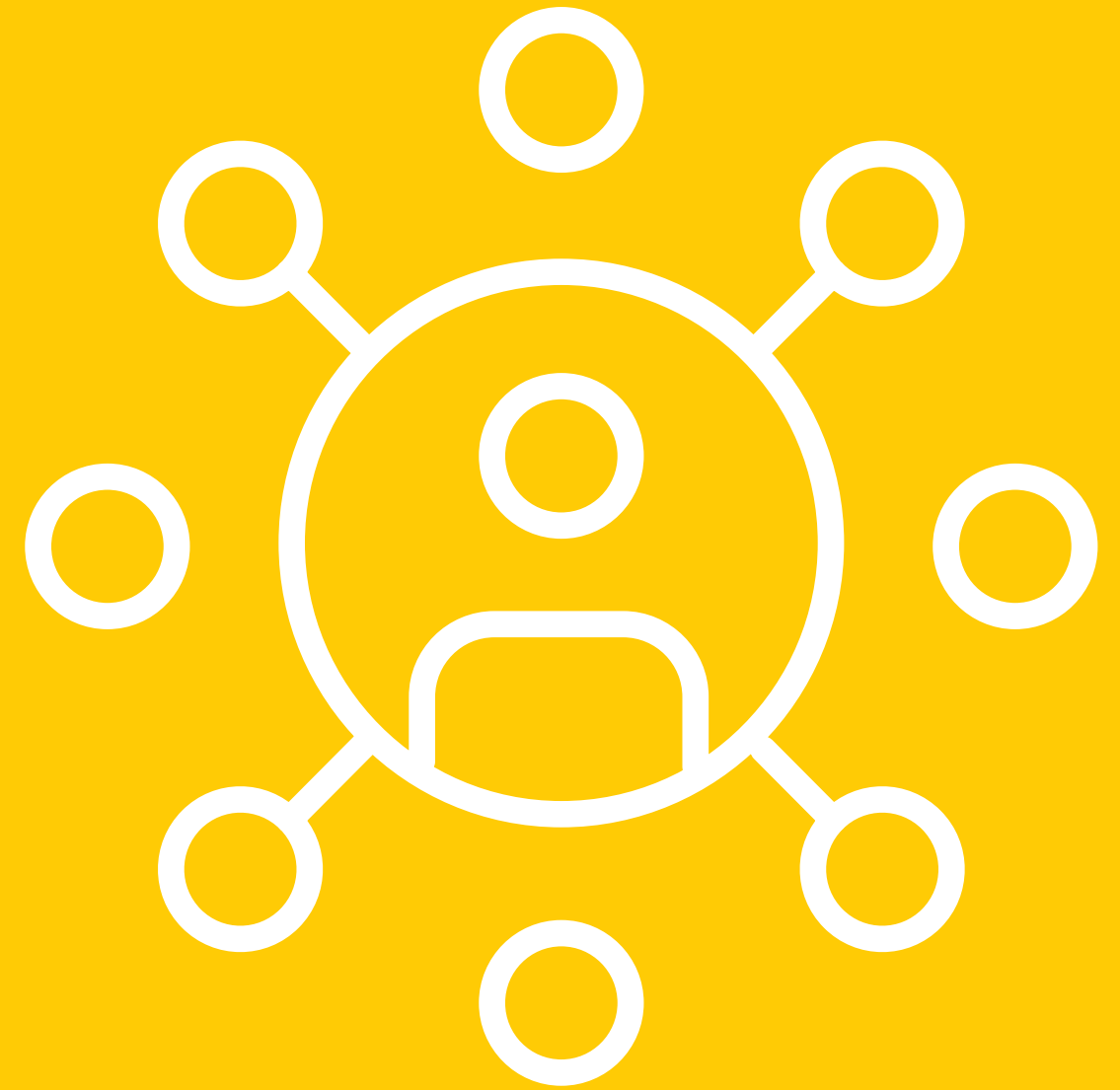
These courses are shaped by the needs of the agency, ranging from a seminar series through to intensive, multi-module learning programs.

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.

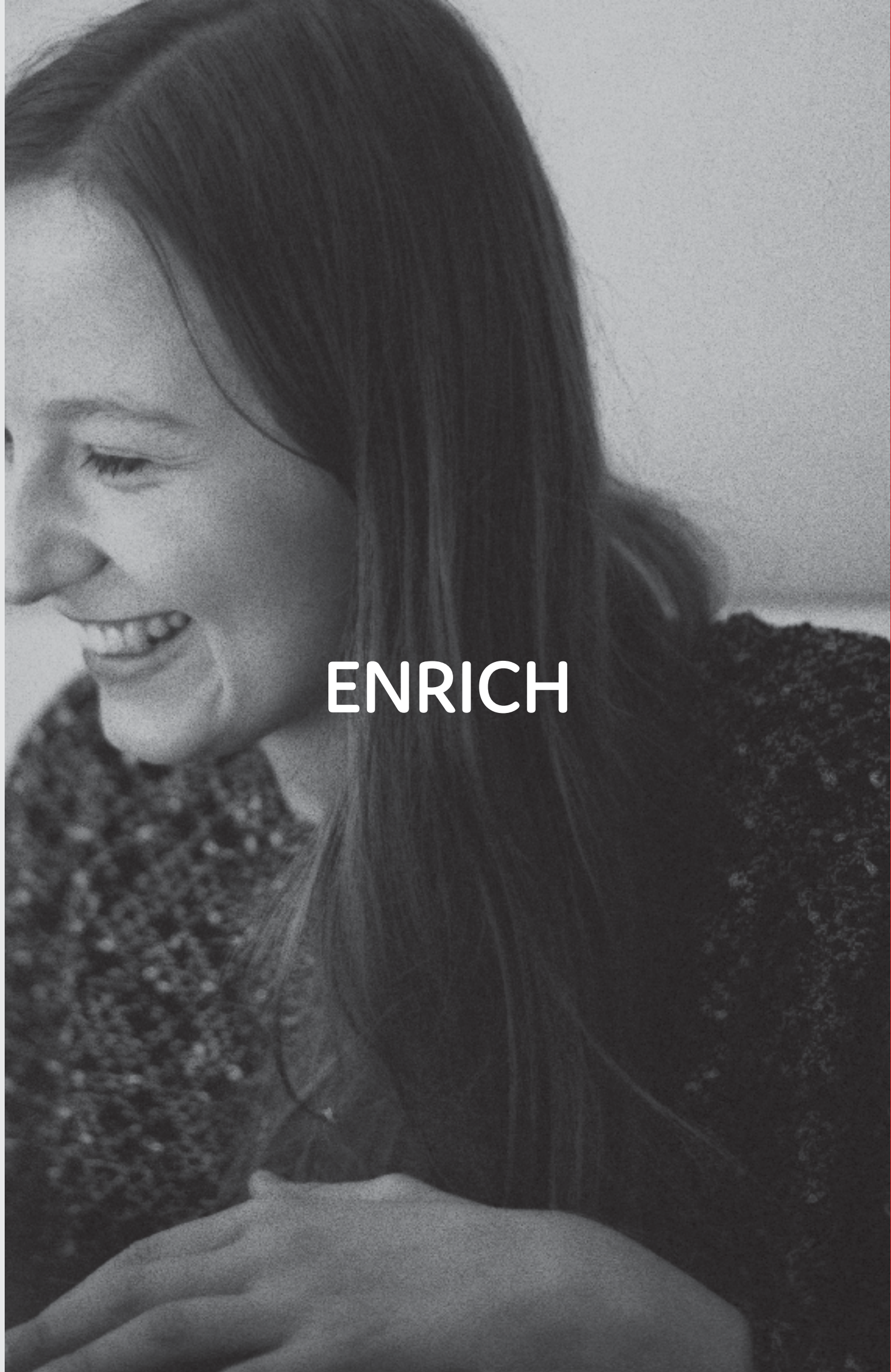


→ ANZSOG's Thought Leadership seminars are developed and delivered in partnership with owner governments to bring challenging and fresh ideas in public policy and public management to wide and diverse audiences of practitioners.



→ 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.

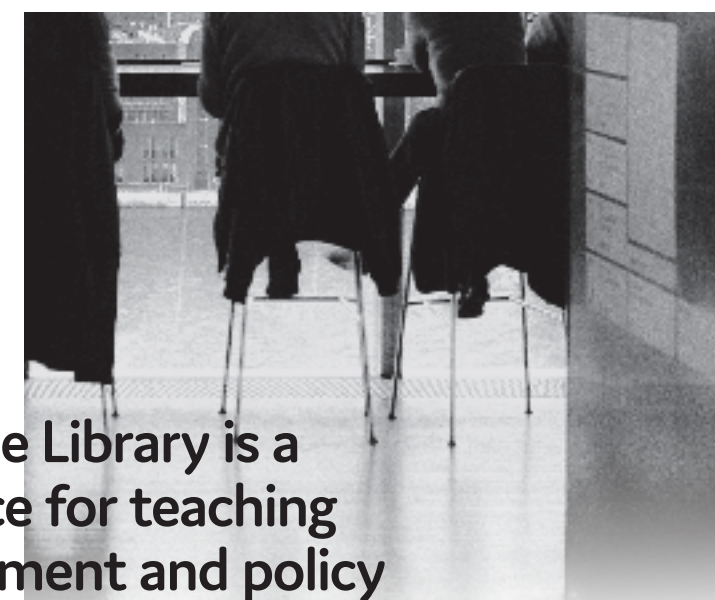
The Hub works with public services and not-for-profit organisations, to evaluate specific projects or policies, to strengthen evaluation capacity and to conduct research into strategies for more effective evaluation.

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.



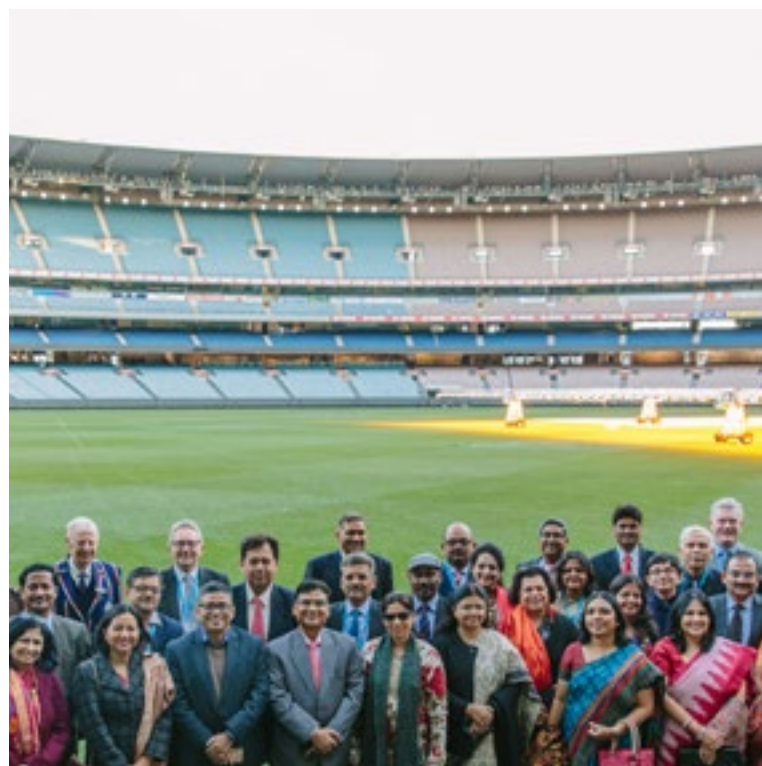
### CHINA ADVANCED LEADERSHIP PROGRAM

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.



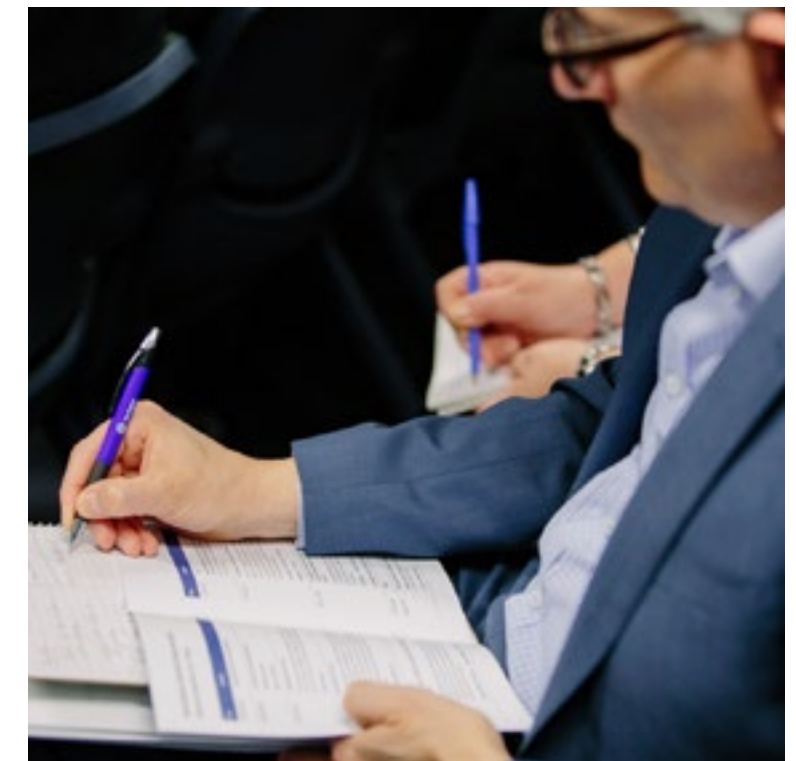
### INDIA ADVANCED LEADERSHIP PROGRAM

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

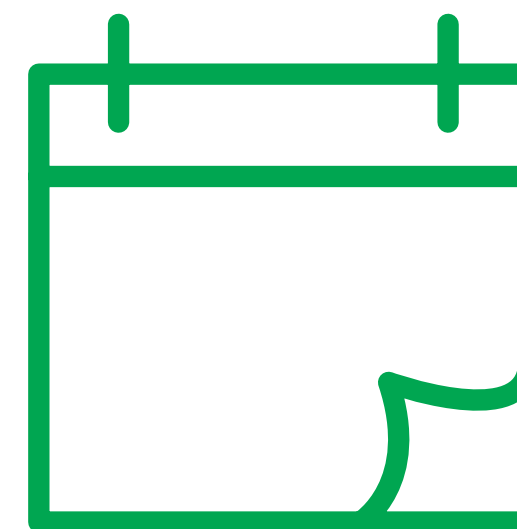
**ANZSOG's alumni network is one of our greatest strengths and forms a powerful network of influential leaders across the senior levels of the public sectors of Australia and New Zealand, and internationally. Our alumni community is now 3,600 strong and based in 37 countries, offering a wealth of knowledge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

→ **Our alumni community is now 3,600 strong and based in 37 countries, offering a wealth of knowledge and experience.**



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