



the Australia and New Zealand
School of Government

Executive Education



Building leadership in public management and policy

ANZSOG's executive workshops are highly specialised, practical courses designed to meet the needs of middle-to-senior public sector managers across a range of disciplines. Combining case method, lectures and participant discussions, they are a high impact way to enhance your public sector management skills.

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Professional development is the key to managing your career—a motivational tool, a way to improve your skills and gain recognition.



Message from the Dean

Thank you for considering ANZSOG's Executive Education as a part of your professional development.

Participating in an ANZSOG initiative is about meeting the educational requirements of future public sector leaders. Each workshop is tailored to the specific needs of our Government partners. By taking part, participants are introduced to a range of valuable knowledge and skill sets, analytical thinking and decision-making that aim to strengthen their ability in their role and in turn the community.

Of the many special features of the School, I am proud of the life-long learning experience participants gain to help drive change—that in turn brings about better policy implementation and service delivery.

I invite you to take a closer look at ANZSOG by taking part in our executive workshops where we strive to bring out the best, in the best.

Allan Fels, AO
Dean

General information

Excellence in teaching and learning is central to ANZSOG's mission. ANZSOG's executive workshops provide a stimulating and intellectually rigorous learning experience. The workshops include guest presentations by public sector leaders, interactive discussion throughout and the use of real-world public sector examples. Many courses employ specifically commissioned case studies from Australia and New Zealand.

ANZSOG's executive workshops offer a well designed course with the highest instructional design standards. Participants find that the programs are developed in a carefully structured way to deliver particular benefits, tools and strategic ways of thinking.

How to register or express your interest

To register for a workshop or to express your interest, please visit the ANZSOG website www.anzsog.edu.au and follow the links.

ANZSOG Alumni receive a 15% discount on all workshop fees.

Want to find out more?

For dates, locations and up to date information, please visit the ANZSOG website www.anzsog.edu.au

For further information regarding the workshops featured in the following pages, please contact the ANZSOG Executive Education Team:

Executive Education
T +61 3 8344 1984 executive.education@anzsog.edu.au

If you would like to enquire about ANZSOG delivering any of these workshops for your department or agency, or to discuss customising a workshop to meet your needs, then please contact:

Peter Debus
Executive Education Manager
T +61 3 8344 1991 p.debus@anzsog.edu.au

Delivering Better Outcomes: Leading Public Sector Innovation



3 days, residential or non-residential

The program

This workshop is designed to help senior public servants think and act innovatively about challenges within their department or agency. It will assist participants to devise and implement solutions to deep and pressing problems through developing strategies and equipping them with the relevant tools, to foster innovation in their agencies and organisations and in the sectors and systems for which they are responsible.

By the end of the workshop, participants will have formulated outline action plans, both for themselves as individuals and for their organisations and have the confidence to further develop and implement the plans. These plans will be focused on:

- encouraging and supporting innovation to address specific challenges or issues
- creating the conditions within their organisation to stimulate and develop innovative processes (including policy-making), products or services
- developing the environment and dynamics to motivate innovation and its diffusion across a sector or system.

Participant benefits

At the end of the program participants will be better equipped to:

- understand the distinction between innovation and change or reform
- create a culture open to innovation within an organisation
- create systems and processes that robustly support innovation
- devise innovative solutions to specific problems
- develop action plans
- lead their team to effectively implement plans.

Who should attend?

The workshop will be valuable for senior and middle level managers throughout the public sector. The course is designed to benefit not just managers with responsibility for innovation practice, but for all senior executives who need to achieve better outcomes in policy implementation and service delivery.

Workshop fees

Non-residential \$AU3,795 including GST

Residential \$AU4,500 including GST

Fees include all meals during the course and all materials.

The residential price includes all of the above, as well as a three night accommodation package.

Course leader

David Albury

David is Co-Chair of The Innovation Unit in the UK and an independent consultant and policy adviser specialising in strategies for organisational and system transformation in public services. He is Visiting Professor in Innovation Studies at King's College London and an Associate of the UK Institute for Government. David also co-leads the ANZSOG executive workshop, *Leading and Managing a 21st Century School System*. From 2002 to 2005 he was Principal Adviser in the UK Prime Minister's Strategy Unit, where, amongst other responsibilities, he led a major review of education strategy and policy and co-authored the influential report on 'Innovation in the Public Sector'. David chaired the 2004 review of the British National College of School Leadership. He works and speaks internationally on creating the conditions for radical innovation in governments, national agencies and public service organisations.

He has helped turn round failing and under-performing organisations in health, education and local government and assisted high performing organisations to break new ground. David has advised local, national and international organisations across the full range of public services and has coached teams and individual top managers and professionals.



Economics for Public Sector Managers

2 days, non-residential only

Course leader

Professor Ross Guest

Ross Guest has a record of high achievement and student satisfaction in teaching executive education courses through both ANZSOG and Griffith University. He is committed to a student-centred approach to teaching and learning.

Ross is Professor of Economics in the Griffith Business School and is an Adjunct Professor at ANZSOG. He currently teaches Public Economics at Griffith and also coordinates the Queensland delivery of the ANZSOG Executive Masters subject, Government in the Market Economy. Prof Guest has 20 years experience in teaching university economics at various levels in Victoria and Queensland and holds formal teaching qualifications.

He was awarded a Citation for Outstanding Contribution to Student Learning by the Australian Learning and Teaching Council (ALTC) in 2006 and is a Teaching Fellow with the ALTC. His current research program is concerned with the economics of population ageing in Australia and other countries. He has published many articles on this and other topics in national and international journals, and was an invited participant at the Australia 2020 Summit.

'The course was both informative and enjoyable. Helped demystify economics and reinforce how much I understood but hadn't recognised as 'economic' understanding. Would recommend the course to my colleagues.'

EPSM workshop participant

The program

Economics is the science of decision-making. This program aims to help public sector managers to make better decisions in allocating scarce resources, in pricing and delivering public sector goods and services, and in regulating private sector activity.

The program will explore the forces of supply and demand that drive market outcomes and the economic approach to evaluating costs and benefits of public sector activity. It will facilitate public sector managers to appreciate how their decisions are influenced by the macroeconomic framework in which the public and private sectors operate.

The skills and knowledge learned at this workshop will enable participants to make an economic case for or against a policy and be able to understand and respond to an economic brief.

Participant benefits

At the end of the program participants will be better equipped to:

- understand how markets work and the potential for markets to deliver, under the right conditions, socially preferred outcomes
- understand why free markets can sometimes fail to deliver the best outcomes for society and how this provides the motive for much of the activity of the public sector in correcting market failure
- apply the economic way of thinking to decisions facing public sector managers about how to deliver and price public sector goods and services, including decisions about when government services should be outsourced or privatised, and when user-pays charging is appropriate and when it is not
- understand how the macroeconomic environment impacts on the public sector and vice versa, through prices such as interest rates and exchange rates
- appreciate the importance and role of the public sector in promoting national productivity.

Who should attend?

This workshop has been designed for middle-to-senior managers who have not had any prior economics education.

Workshop fees

\$AU2,100 including GST

Fees include all meals during the course and all materials.

Evaluation for Public Sector Managers



2 days, non-residential only

The program

Governments now require greater scrutiny and assessment of public sector programs to determine whether these programs are 'working'. Evaluation is now seen as an integral part of decision-making, rather than an afterthought. This course will cover the conceptual and practical issues involved in evaluating public sector policies and programs. The course has been developed as a direct result of feedback from participants in other ANZSOG workshops. These participants have expressed a desire to focus specifically on public sector evaluation, and to cover this issue in detail.

The course focuses on the following key issues:

- the role of evaluation in decision-making
- the application of program logic
- the methods of gathering evidence in an evaluation and assessing their validity
- working with consultants, and
- managing an evaluation.

Participant benefits

At the end of the program participants will be better equipped to:

- identify the need for evaluation and its role in decision-making
- focus evaluation studies according to specific criteria such as purpose and stakeholder needs
- assess the quality of evaluation reports
- understand and apply program logic in conducting an evaluation
- determine appropriate standards for assessing the practical aspects of doing an evaluation
- manage the practical problems involved in working with consultants.

Who should attend?

Public sector managers and program coordinators who:

- need to assess the quality of evaluation reports
- need to be involved in the planning and conduct of an evaluation study
- need to manage consultants contracted to do an evaluation study.

It will be valuable to people in a policy role but also managers in an operational or service delivery role.

Workshop fees

\$AU2,100 including GST

Fees include all meals during the course and all materials.

Course leaders

Professor Patricia Rogers

Patricia Rogers (pictured above) is Professor of Public Sector Evaluation at the Royal Melbourne Institute of Technology, is an experienced evaluator who has used program theory and logic models for more than 20 years in programs and policies in education, health, early childhood, community services, international development, science and technology, employment, energy, and infrastructure. She has delivered professional development programs on program theory for evaluation in Australia and New Zealand, Japan, South Africa, Malaysia, Canada, and the US. She has written on the use of program theory in *New Directions in Evaluation*, *Evaluation Models*, *The Encyclopaedia of Evaluation* and is currently working on a book on program theory with Sue Funnell. She is a recipient of the Australasian Evaluation Society's Evaluation and Training Services Award for contributions to the profession of evaluation, and the American Evaluation Association's AEA Alva and Gunnar Myrdal Practice Award, presented to an evaluator who exemplifies outstanding evaluation practice and who has made substantial cumulative contributions to the field of evaluation through the practice of evaluation.

Associate Professor Jo Baulderstone

Jo Baulderstone is an Associate Professor at Flinders University and is the Director of the Flinders Institute of Public Policy and Administration. Jo coordinates a subject on evaluation methods at Flinders and teaches on the ANZSOG Masters subject, *Decision Making Under Uncertainty*. Before joining academe she worked as a manager in the Australian Public Sector and held board positions in community sector organisations. She has completed over 30 consultancies for government and non-government organisations in South Australia, Victoria and Queensland, mostly in the area of program evaluation.

Dr George Argyrous

(see page 9 for Dr George Argyrous's bio).



Evidence for Policy and Decision-Making

2 days, non-residential only

Course leader

Dr George Argyrous

George Argyrous is ANZSOG Senior Lecturer in Evidence Based Policy Making, and is subject leader for the ANZSOG Masters subject, Decision-Making Under Uncertainty. He has taught research methods, statistics, and political economy at UNSW since 1992 and has published many articles on the use and abuse of research. He is also the author of the popular international text, *Statistics for Research*, which is now in its third edition and has been translated into Chinese. His most recent textbook, included in this workshop, is *Evidence for Policy and Decision-Making: A Practical Guide*.

George has acted as a consultant to many public and private sector organisations, including the Australian Broadcasting Authority, Optus, the City of Sydney, and the New South Wales Department of Education, on a range of research projects, as well as providing training in research methods to the Human Rights and Equal Opportunity Commission and the Australian Securities and Investments Commission.

'A very interesting and stimulating course. Has given me a lot of detail and insights that will be very useful in my future work'.

EPDM workshop participant

The program

This executive workshop is designed for public sector employees who need to use or critically evaluate evidence that informs policy and decision-making, or who may need to commission research for these purposes. Its emphasis is not on the technical aspects of research and analysis, but rather on broader issues. These issues include: the relative strengths and weaknesses of different decision-making frameworks; the perils and pitfalls of quantitative analysis; and how to best manage an evidence-gathering project, especially when it involves the engagement of private consultants.

The workshop will provide a high level of practical training that will enable the participants to sharpen their critical skills and make the best use of the many different options available in interpreting evidence and running research projects.

The workshop has grown out of elements of the ANZSOG Masters subject, 'Decision-Making Under Uncertainty', which forms a part of the Executive Master of Public Administration (EMPA) program.

While the workshop touches upon the way that evidence is used in decision-making, the emphasis is on the way that the evidence base for decision-making is built and can be critically evaluated.

This two-day workshop takes topics from that subject and provides participants with an in-depth, intensive treatment.

The two-day format will be an accessible option for busy public sector employees.

Participant benefits

At the end of the program participants will be better equipped to:

- understand the options for evaluating policy
- critically evaluate the use of quantitative and qualitative information
- use the ABS website to access data and census information
- critically evaluate research designs
- manage research projects to inform policy and decision-making.

Who should attend?

The workshop will be invaluable to officers and managers across a broad range of departments and agencies. It will appeal to people in a policy role but also managers in an operational or service delivery role who need to critically evaluate data, evidence and reports.

Workshop fees

\$AU2,100 including GST

Fees include all meals during the course and all materials.

Leadership in Times of Crisis



2 days, non-residential only

The program

This intensive workshop is designed to strengthen senior executives' capacity to deal strategically with a wide range of possible crises their organisations face. Drawing upon a world-wide, cross-sectoral research base covering natural disasters, industrial accidents, economic breakdowns, political scandals, escalated social conflicts, terrorist events and major policy fiascoes, the workshop encourages active learning through a combination of case study exercises, role-playing, peer feedback and encounters with expert witnesses from both the public and private sectors.

Participant benefits

At the end of the program participants will be better equipped to:

- conceptualise the distinctions between incidents, emergencies and crises, and understand the different leadership challenges they entail
- understand the difference between operational and strategic approaches to crisis management
- spot and deal with key traps to avoid in handling crises
- anticipate and operate effectively in the post-acute phase of emergency/crisis management.

Who should attend?

This workshop will be valuable to all senior executives in the public sector. Any SES-level manager who needs to play a leadership role during a crisis – no matter what form it takes – will find the workshop useful.

Workshop fees

\$AU2,500 including GST

Fees include all meals during the course and all materials.

Course leader

Professor Paul 't Hart

Paul 't Hart has been at the forefront of international research, training and evaluation in public sector crisis management since the late 1980s. He co-authored the prize-winning *The Politics of Crisis Management: Public Leadership under Pressure* (Cambridge University Press 2005) as well as more than 10 other monographs and edited collections on the causes, responses to and consequences of a wide range of critical contingencies. He has taught and trained crisis management to thousands of political, public service, military and police leaders in Europe, the United States and Australia.

Paul is a Fellow at ANZSOG and leads the Towards Strategic Leadership program for emerging leaders. He is also the subject leader for the ANZSOG Masters subject, 'Leading Public Sector Change'.

'First class course. Paul creates a very productive and comfortable learning environment. Sophisticated material, applied in a range of contexts. Practical and very useful.'

Leadership in Times of Crisis
workshop participant



Managing in Statutory Offices

2 days, non-residential only

The program

This pilot program is an exciting new ANZSOG initiative for holders of statutory offices in Victoria and their senior staff. The program recognises that while statutory offices are established in a wide variety of forms with varying degrees of separateness from government, they share a need to operate within a public sector framework as well as a distinct set of management and governance challenges.

The program will use a mix of engaging case studies and vignettes, group exercises and interaction with leading current practitioners to explore the key issues involved in balancing interconnectedness and independence with Ministers and departments. Designed after close consultation with a range of statutory officers and purpose-built to help explore common dilemmas, the program is designed to provide frameworks, skills and knowledge to help participants negotiate the practical challenges they face daily.

Participant benefits

At the end of the program participants will be better equipped to:

- understand the theoretical underpinnings of statutory offices
- identify and appreciate the heterogeneity of statutory offices and from this analyse the characteristics of their own office or entity
- recognise the implications of degrees of independence in terms of management, external relationships and governance
- apply strategic thinking processes appropriate to the public sector
- appreciate the interconnectedness of their office with government and the broader policy, program and budget development processes
- develop strategies for their office to maximise their influence with government including effective interactions with the media.

Who should attend?

The course is ideally suited for statutory officers who have not previously worked in senior roles inside government, and for middle to senior managers in statutory offices who need to think strategically and manage relationships with Ministers and departments. Different versions of the course have been designed specifically to suit the needs of staff in Victoria and Queensland.

Workshop fees

The duration, content and mode of delivery for this course varies from jurisdiction to jurisdiction. Please contact ANZSOG about pricing in your jurisdiction.

Customised version

This workshop can be customised to suit the needs of your government or department. Please refer to the customised programs information on page 21.

Course leader

Julian Gardner

Julian Gardner has worked as a statutory office holder in the public sector for 27 years. For all but two of those years he was a CEO with responsibility for managing statutory organisations at both the State and Commonwealth levels. His current role as a consultant includes advising statutory officer holders.

After some seven years in private legal practice, he was involved in establishing Australia's first community legal centre, the Fitzroy Legal Service, and later worked as its legal head. His subsequent appointments cover leadership of organisations including the Victorian Legal Aid Commission, the Victorian Mental Health Review Board, the Victorian WorkCare Appeals Board and the Commonwealth Social Security Appeals Tribunal. He was the Public Advocate of Victoria from 2000 to 2007.

Julian is now a consultant and in that capacity has conducted an independent review for the Victorian Attorney General of the Equal Opportunity Act. He subsequently chaired an Expert Advisory Group and a Community Consultation Panel concerning the Government's review of the Victorian Mental Health Act. Julian is a Director on the Board of Alfred Health and Deputy Chair of an independent committee providing advice to the Secretary, DHS on compliance with Child Protection Practice Standards. He co-presents the IPAA short course on How Government Works.

Managing Public Communication



2 days, non-residential only

The program

This executive workshop examines the culture and ethos of the public communication role and explores strategies for proactively managing communication in a government context.

The course includes advice on issues and crisis management and communications strategies for influencing public opinion and changing public behaviour as well as managing public engagement.

Four Australian case studies will be workshopped during the program, and guest practitioners will talk about practical challenges of dealing strategically with today's communication environment, including new media.

Participant benefits

At the end of the program participants will be better equipped to:

- implement a set of conceptual and practical communication tools and techniques in their role as a public sector manager
- contribute in an informed way to assessing the likely communication impact of policies and programs
- be capable of briefing senior managers on handling communication
- anticipate likely stumbling blocks in communication
- understand the role of communication and other techniques in changing public behaviour
- appreciate effective means of public engagement during decision processes
- understand the role and needs of the media, including on-line
- exploit social media in support of programs and policies
- be more prepared for dealing with a crisis in the media
- apply issues management techniques.

Who should attend?

The course is ideally suited to public sector managers and officers who need to think strategically about how government policies and programs are communicated to the public. Generalists who have a communications responsibility would find the program useful, as would specialist senior communications officers.

Workshop fees

\$AU2,000 including GST

Fees include all meals during the course and all materials.

Course leader

Peter Thompson

Peter Thompson is a broadcaster, educator and author.

He presented ABC TV's Talking Heads – a program of intimate conversations about the lives of prominent Australians – for six seasons. Prior to switching to television – Peter was the voice of ABC Radio's flagship current affairs programs – AM and Radio National Breakfast – for 14 years.

He is a Fellow of the Australia and New Zealand School of Government.

At ANZSOG, Peter teaches executive programs in communication strategy and adaptive change, risk and crisis communication and behavioural change.

Peter directs the Centre for Leadership which works with the public, private and not-for-profit sectors on communication strategy and practice.

Peter is the author of various books, including *Persuading Aristotle* and *The Secrets of the Great Communicators*.

He was educated at the Kennedy School of Government at Harvard, the Australian Graduate School of Management and the Australian National University.

He is also an Adjunct Professor at Macquarie University's Department of International Communication.

'Very useful—good mixture of presentation and syndicate groups—excellent case studies and presenters'.

Managing Public Communication workshop participant

Step out of the daily grind,
gain access to global
thought-leaders, tap into
the vast knowledge and
experience of your colleagues
and peers and build on
what you already know.

Managing Regulation, Enforcement and Compliance



5.5 days, residential or non-residential

The program

This executive workshop examines the distinctive strategic and managerial challenges that surround government's regulatory and enforcement functions, recognising that the quality of life in a democracy depends heavily on when and how government agencies exercise their coercive power over individuals and institutions.

This course will focus principally on issues of social regulation (the abatement or control of risks to society), although economic regulation will also be considered and discussed. The course focuses on the operations and management of regulatory and enforcement agencies rather than on reforms of the legal frameworks under which they operate. Current prescriptions for reform (such as those oriented toward customer service and process improvement) will be examined in light of the distinctive character of the regulatory task, which values broader public purposes more than satisfying individuals or corporations.

Participant benefits

At the end of the program, participants will have a clear understanding of:

- the types of budgetary support, analytic support and authorisation required to run effective risk-control, problem solving or compliance-management operations
- the systems and methods needed to support effective risk assessment, risk selection and effective action to suppress them
- how an agency might use innovative compliance-orientated tools without being perceived as going 'soft' on violators
- the benefits and limitations of applying the customer-service model as a guide for regulatory operations
- the constraints that should be placed on the use of self-audit privileges, amnesties and immunity from inspection or prosecution
- how to measure agency performance in terms of risk-mitigation impacts
- forms of discretion recognised and exercised at different levels of the organisation.

Who should attend?

The course is designed for senior policy makers and senior enforcement officials who oversee, support or run organisations that have a significant regulatory or enforcement component. Typical participants will be managers of units or divisions focused on bringing regulatory and enforcement strategies to maturity.

Participants will represent a broad range of regulatory areas: tax and finance, environment and resources management, primary industries, law enforcement, customs, occupational health and safety, transport, communications and media and functional responsibilities including compliance, legal, budgeting and operations.

Workshop fees

Non-residential \$AU5,995 including GST

Residential \$AU7,250 including GST

Fees include all meals during the course and all materials (including a copy of Prof Sparrow's book *The Regulatory Craft*).

The residential price includes all of the above, as well as a five night accommodation package.

Course leader

Professor Malcolm Sparrow

Malcolm Sparrow is a foremost international expert in regulatory and enforcement strategy, security and risk control. He is the Professor of the Practice of Public Management at the John F. Kennedy School of Government, Harvard University, and Faculty Chair of the Executive Program on Strategic Management of Regulatory and Enforcement Agencies. He is the author of the widely acclaimed book *The Regulatory Craft: Controlling Risks, Solving Problems and Managing Compliance*.

A mathematician by training, he joined the British Police Service in 1977, serving for ten years and rising to the rank of Detective Chief Inspector. At that rank, he headed the Kent County Constabulary Fraud Squad. During that time, he conducted internal affairs investigations, commanded a tactical firearms unit, and had extensive experience of criminal investigation and general police management. In 1988, he left the police service to take up a faculty appointment at Harvard University.

His research interests relate to the risk-control functions of government, and to the special managerial challenges, which confront agencies of social regulation and law enforcement. He is an internationally published author in areas of regulation, fraud, policing, and ethics.

He is the patent holding inventor in the area of Automated Fingerprint Identification System (AFIS); having developed the topological approach to fingerprint matching that is now built into the FBI's new NCIC system.

'It has been a week of rich content and enlightenment'.

Managing Regulation, Enforcement and Compliance workshop participant



Managing Risks to Integrity in the Public Sector

4 days, residential or non-residential

Course leader

Professor Malcolm Sparrow

(see page 14 for Professor Malcolm Sparrow's bio).

'Excellent program and some cutting edge information and learning'.

Managing Risks to Integrity in the Public Sector workshop participant

The program

This executive workshop is designed for senior executives whose responsibilities require them to be able to recognise and manage threats to the values and integrity of public services. It aims to equip managers with a clear, executive-level view of the threats to public sector integrity and the variety of approaches and systems available to manage such risks and understand the relationship between personal values, professional values and the production of public value.

The course consciously takes a risk management approach and focuses on the dual tasks of promoting integrity and managing risks. Through a mixture of case discussions, interactive sessions with leading practitioners and some small group exercises, the course will provide participants with an opportunity to explore together their common challenges and respective experiences.

Participant benefits

At the end of the program participants will be better equipped to:

- apply a risk management approach to corruption control and the preservation of integrity
- understand the relationship between promoting integrity and controlling corruption
- effectively choose from among the many risk management tools available and among potential partners (internal and external) in reducing or dealing with threats to integrity
- identify and manage conflict-of-interest situations, both actual and perceived
- recognise the 'invisible' nature of corruption and the consequences for measurement, monitoring and methods and the special operational challenges in dealing with invisible problems and adaptive opponents
- overcome challenges in handling damaging allegations whilst holding the multiple dimensions of public value in mind and better employ effective decision-making frameworks in the presence of uncertainty
- manage the relative responsibilities of and interactions between the various actors engaged in corruption control
- neutralise the threats of corruption, fraud and embezzlement in public programs and meet the challenge of delivering vital public services in corrupt environments.

Who should attend?

The course is aimed at SES and senior managers for whom managing risks to integrity is an important part of their general management responsibilities rather than specialists in the field of enforcement and investigation.

Workshop fees

Non-residential \$AU4,400 including GST

Residential \$AU5,400 including GST

Fees include all meals during the course and all materials (including a copy of Prof Sparrow's book *The Character of Harms*).

The residential price includes all of the above, as well as a four night accommodation package.

Policy Design and Delivery: Influencing Public Behaviour



4 days, residential or non-residential

The program

Why do people continue to begin to smoke, even in countries where there are well-organised anti-smoking programs, including ghastly pictures on cigarette packages prominently displaying the ill effects of smoking? Why do individual citizens respond differently to flood evacuation orders in Queensland, and bushfire evacuation procedures in Victoria? Why have single parents in the United States varied in the degree to which they have responded to increased work incentives and work requirements? Why do normally law-abiding citizens and companies fail to comply with demands made by government for specific behaviours?

This executive workshop examines specific cases of compliance problems from a variety of policy sectors and countries. It draws upon social psychology, behavioural economics, law and political science to understand reasons for compliance or non-compliance. It focuses on analysing why the targets of public policies frequently fail to act in the way that program designers intend and want, and understanding alternative approaches that program designers and implementers can use to increase compliance.

In addition to traditional factors influencing compliance such as getting the incentives right and monitoring and enforcing consistently, the course will also focus on insights derived from behavioural economics and cognitive psychology, and on additional barriers to compliance such as a lack of resources and peer influences. It will also explore problems such as dealing with target populations that are heterogeneous in terms of their willingness and ability to comply, or that need to coordinate their behaviour if policy objectives are to be attained. Throughout the course, there will be a strong emphasis on analysing case materials (see page 22 for more information). Both international and regional cases will be discussed.

Participant benefits

At the end of the program participants will be better equipped to:

- understand some of the drivers behind compliance and non-compliance with government policies
- identify the most efficient solutions to theoretical policy problems
- identify likely obstacles in making proposed solutions work in practice
- develop organisational capacity to overcome obstacles
- harness the power of evidence in policy making for behaviour change
- explore the roles of public communication and education in building compliance.

Who should attend?

The workshop will be valuable for senior and middle level managers throughout the public sector, who are involved in the design or implementation of policy. The course is designed to benefit those who hope to change or influence the behaviour of citizens or organisations in the pursuit of policies and programs. In particular, managers and senior policy analysts with responsibility for compliance will find the course very useful.

Workshop fees

Non-residential \$AU4,400 including GST

Residential - \$AU5,400 including GST

Fees include all meals during the course and all materials.

The residential price includes all of the above, as well as a four night accommodation package.

Course leader

Professor Kent Weaver

Kent Weaver joined the Georgetown Public Policy Institute as Professor of Public Policy in 2002 after 19 years at the Brookings Institution. Before coming to Brookings, Prof Weaver taught in the Political Science Department at the Ohio State University for two years. He received his Ph.D. in Political Science from Harvard University.

Prof Weaver's major fields of interest are comparative and American social policy, comparative political institutions, and the politics of expertise. He is particularly interested in understanding how political institutions, past policy choices and the motivations of politicians interact to shape public policy choices. He is the author of *Ending Welfare As We Know It* (Brookings, 2000), *Automatic Government: The Politics of Indexation* (Brookings, 1988) and *The Politics of Industrial Change* (Brookings, 1985). He has served as co-director of the *Welfare Reform & Beyond Initiative* at Brookings, which sought to build a better understanding of social science research findings among policymakers. He is currently completing a book on what the United States can learn from the experiences of other advanced industrial countries in reforming their public pension systems. He is also writing another book on how states have implemented welfare reform legislation in the United States.

Prof Weaver teaches courses on complying with public policy, policy implementation and the welfare state, comparative policy and the American policy process.



Policy Skills Program

3 or 4 days, non-residential only

Course leader

Professor John Alford,
Program Director

John Alford is Professor of Public Sector Management and Director of Teaching Development at ANZSOG, on extended leave from the Melbourne Business School (MBS). He joined the MBS in 1988 after a position in the Victorian Government where he was responsible for industrial relations policy and change management. Prof Alford leads the subject Delivering Public Value in ANZSOG's Executive Master of Public Administration (EMPA) and was previously the director of the ANZSOG Executive Fellows Program (EFP).

Among his publications are articles in *Public Administration Review*, *Administration and Society*, *Public Management Review*, *Public Money and Management*, and the *Australian Journal of Public Administration*. He is the co-author of *The Governance of Australia's Courts: A Managerial Perspective* (2004), co-editor of *The Contract State: Public Management and the Kennett Government* (1994) and author of *Engaging Public Sector Clients: From Service Delivery to Co-Production*, (Palgrave-Macmillan, 2009), which won the American Society for Public Administration's Best Book Award for 2011 as judged by ASPA's Section on Public Administration Research.

'The course has been extremely valuable for my development — I feel as though I've learned more about government and how to create effective policy than I have during the past two years of practical experience.'

Policy Skills Program workshop participant

The program

ANZSOG offers both a four day and three day workshop designed to develop a range of skills in the policy arena. Topics include:

- thinking strategically
- how government works
- the policy process, including the policy cycle, analysis, options and decision-making
- stakeholder engagement
- building strategic capacity for policy-making
- the nature and use of economic tools in policy-making.

Participant benefits

At the end of the program participants will be better equipped to:

- think more strategically across a variety of complex and challenging circumstances of the public sector, including:
 - difficulty in defining purposes and measuring performance
 - constant pressure from political stakeholders
 - having to share authority over resources with other organisations;
- achieve desired outcomes through a better understanding of the different roles and structures within government
- apply increased knowledge of policy processes, including understanding the policy cycle, defining and analysing issues and framing and assessing options to support decision-making
- use economic analysis in public policy-making
- effectively deal with the demands of politics and stakeholders, such as Ministers, pressure groups or community action.

Who should attend?

The Policy Skills Program is suitable for middle managers across a range of agencies and roles. Different versions of the course have been designed specifically to suit the needs of staff in Victoria, Queensland and Western Australia.

Workshop fees

The duration, content and mode of delivery for this course varies from jurisdiction to jurisdiction. Please contact ANZSOG about pricing in your jurisdiction.

Customised version

This workshop can be customised to suit the needs of your government or department. Please refer to the customised programs information on page 21.

Strategy and Organisational Transitions in the Public Sector



2 days, non-residential only

The program

This workshop explores recent developments in the field of strategic public management, emerging in Australia, New Zealand and elsewhere. Participants will consider important approaches for strategy development and organisational positioning in the public sector. A central focus will be shaping the near and longer-term future of public value-creating enterprises, including such topics as:

- principles of strategic evolution and choice
- diagnosing strategic challenges
- designing formalised, participative strategic initiatives
- making formal analysis of strategic alternatives count
- learning from reference approaches and exemplars.

Participant benefits

At the conclusion of the program participants will be better equipped to:

- understand established approaches to strategic choice in the public sector
- analyse enterprise-level challenges, including start-up, realignment and success-sustaining transitions
- compare alternative approaches to formalised strategy development
- embody approaches to strategy development in definite planning processes and products
- explain conclusions from formal studies of strategic issues in persuasive ways.

Who should attend?

This course is suitable for senior managers and strategy planners across a range of departments.

Workshop fees

\$AU2,500 including GST

Fees include all meals during the course and all materials.

Course leaders

Professor Michael Barzelay

Michael Barzelay (pictured above) is Professor of Public Management at the London School of Economics and Political Science (LSE). He joined the LSE in 1995, after teaching for a decade at Harvard's Kennedy School of Government. In addition to his role at LSE, Prof Barzelay is executive director of the Center for Transformation and Strategic Initiatives, a non-profit based in Washington, D.C. that seeks to improve the practice of transforming public service organisations. He is co-editor emeritus of *Governance: An International Journal of Policy, Administration, and Institutions*. Among his publications are *Breaking Through Bureaucracy: A New Vision for Managing in Government*; *The New Public Management: Improving Research and Policy Dialogue*; and *Preparing for the Future: Strategic Planning in the U.S. Air Force* (with Colin Campbell). Prof Barzelay has consulted widely in the US, including for the National Institute of Occupational Safety and Health, National Institutes of Health, Department of Defense, Environmental Protection Agency, Inter American Development Bank, and the World Bank.

Professor John Alford

(see page 16 for Professor John Alford's bio).

'The depth of knowledge of the subject matter was incredibly interesting—an excellent and very relevant course for senior managers in the public service.'

Strategy and Organisational Transitions in the Public Sector workshop participant



Working Across Organisational Boundaries

Previously *Collaboration in the Public Sector*

2 days, non-residential

Course leader

Professor John Alford
(see page 17 for Professor John Alford's bio).

The program

This workshop is an exciting initiative in which managers from departments across a government jurisdiction learn and work together on effective collaboration. Within a public sector management framework, participants explore contending views of value, strategy and service delivery.

A central focus will be insights into effective collaboration, including topics such as:

- types of inter-organisational collaboration
- identifying collaboration opportunities through the public value chain
- when and when not to collaborate
- building trust between organisations
- facilitators of and barriers to collaboration

Participant benefits

At the conclusion of the program participants will be better equipped to:

- understand how strategy and collaboration are closely related in the attainment of policy outcomes
- appreciate when and how public value can be created by inter-agency cooperation
- understand the potential costs of collaboration
- build trust between departments, agencies and divisions
- understand barriers to collaboration and how to ameliorate them.

Who should attend?

This course is suitable for middle managers across a range of departments/agencies and roles. Different versions of the course have been designed specifically to suit the needs of staff in Victoria and Tasmania.

Workshop fees

The duration, content and mode of delivery for this course varies from jurisdiction to jurisdiction. Please contact ANZSOG about pricing in your jurisdiction.

Customised version

This workshop can be customised to suit the needs of your government or department. Please refer to the customised programs information on page 18.

Women in Leadership: Achieving and Flourishing



3.5 days, residential or non-residential

The program

This executive workshop is designed to strengthen the leadership and management skills of senior female executives in the public sector.

In an intellectually rigorous but collegial environment participants will be able to:

- share their challenges and practice
- talk honestly about what matters in their work lives
- learn from each other, experienced practitioners and academics on how to achieve their goals
- learn ways to create value in the public sector.

The workshop will offer fresh perspectives on traditional leadership and management issues, including developing resilience, displaying courage and nurturing support and making strategic use of support systems. In an environment of peers, women managers can share experiences and draw on a network to explore challenges.

The course focuses on three aspects: the person, their leadership skills and their management skills.

Participant benefits

At the end of the course participants will be better equipped to:

- experiment and deepen their own influencing styles
- broaden repertoires for leadership
- manage the pressures of senior leadership while keeping focussed on overarching public purpose and values
- set personal goals and achieve them
- develop strategies to deal effectively with personal and professional risk
- develop techniques of reflection on group behaviour
- expand their range of managerial skills.

Who should attend?

The workshop will be valuable for middle-to-senior level female managers at all levels of the public sector: federal, state and local.

Workshop fees

Non-residential \$AU3,795 including GST

Residential \$AU4,500 including GST

Fees include all meals during the course and all materials.

The residential price includes all of the above, as well as a three night accommodation package.

Course leader

Christine Nixon

As former Chair of the Victorian Bushfire Reconstruction and Recovery Authority, Christine Nixon oversaw the largest recovery and rebuilding operation Victoria has ever undertaken.

Prior to joining the Authority, Ms Nixon was the Chief Commissioner of Victoria Police leading 14,000 staff, operating across more than 500 locations and overseeing an annual budget of \$1.7 billion.

She joined Victoria Police in April 2001, after serving with the New South Wales Police from 1972.

She is a Fellow of ANZSOG, The Australian Institute of Police Management, The Australian Institute of Management and The Institute of Public Administration Australia. She is also an Advisory Board member for the Monash University Council and the Alannah & Madeline Foundation, a patron of Onside Soccer – Victorian Soccer Federation Incorporation, Operation Newstart Victoria and Phoenix Club Inc.

Course adviser

Professor Amanda Sinclair

Amanda Sinclair is an academic, consultant and researcher with particular expertise in the areas of leadership and ethics, organisational culture and change, gender and diversity.

At MBS, Amanda teaches leadership and change and management and ethics, amongst other subjects, in the MBA and EMBA programs.

Amanda's work has been widely published and her sometimes controversial conclusions have generated significant popular as well as academic debate. Her books, *Trials at the Top* and *Doing Leadership Differently*, argued that gender, sexuality and power have shaped and limited leadership in business. Her latest book, *Leadership for the Disillusioned: Beyond myths and heroes* to leading that liberates suggests leadership should be directed towards new purposes of promoting freedom and well-being.



Customised programs

Previous clients

Our previous clients include:

- Department of Finance and Deregulation (CTH)
- Department of Mines and Energy (QLD)
- Department of Premier and Cabinet (NSW)
- Department of Premier and Cabinet (VIC)
- Department of State Development (WA)
- Attorney-General's Office (CTH)
- Department of Climate Change
- Department of Immigration and Citizenship
- Australian Customs and Border Protection Service (CTH)
- Australian Public Service Commission
- Department of Education and Early Childhood Development (VIC)
- Department of Premier and Cabinet (TAS).

'The whole process worked very smoothly and seamlessly from our point of view. I'm a very satisfied client so thank you and the team for the professional approach, organisation and delivery.'

Department of State Development (WA)
—Advanced Policy Skills Program

Designing a course to suit your needs...

Our tailored executive workshops are highly specialised, practical courses designed to meet the specific development needs of middle-to-senior public sector managers across a range of fields. Combining case method, lecture-styled presentations and participant discussions, an ANZSOG tailor-made course is a high-impact way to develop your team's capabilities in order to achieve quality outcomes.

Our areas of expertise include:

- Climate Change
- Education Leadership
- Evaluation
- Evidence-based Policy
- Health Leadership
- Interagency Collaboration
- Managing IT
- Managing Statutory Offices
- Policy Skills
- Public Sector Finance and Budgeting
- Public Sector Governance
- Public Sector Project Management
- The Regulatory Environment
- Strategic Public Sector Management.

Why choose ANZSOG?

A close, collaborative relationship with our partner governments places the school in a unique position to understand the specific needs of public sector organisations. Our workshops are designed specifically for the public sector.

Course leaders are drawn from the world's leading institutions, such as the Harvard Kennedy School, and ANZSOG's core faculty and adjunct professors from around our consortium of 15 universities and business schools in Australia and New Zealand. Programs frequently draw on our networks of expert practitioners.

Our professional Executive Education Team will work with you to identify your specific needs and requirements, then design a program that will deliver concrete learning outcomes.

Contact us

To find out how we can meet your workforce development needs, contact our Executive Education Team.

Peter Debus

T +61 3 8344 1991 p.debus@anzsog.edu.au

The ANZSOG Case Program

ANZSOG is committed to delivering an internationally acclaimed case teaching program with outstanding teachers and a library of topical, stimulating case studies.

ANZSOG's specialist teaching area is public policy and management in Australia, New Zealand and the Pacific region. Our online Case Library www.casestudies.anzsog.edu.au already includes more than 100 case studies covering a wide range of issues, agencies and jurisdictions.

The program unit has case writers in Wellington and Melbourne who are available to assist external writers with case development. ANZSOG regularly organises practical workshops on case teaching and writing, and is always seeking new, well-written teaching case studies of 1500 to 6000 words. The Case Program can fund the development of cases or teaching materials by or for academic staff in ANZSOG's partner institutions or public servants in member governments. See [Developing new cases](#) for more details.

Cases developed under this program are deposited in ANZSOG's Case Library and are accessible to member institutions. Relevant organisations are also able to commission cases, subject to ANZSOG approval. The Library contains a number of case studies developed with the sponsorship of individual agencies, usually to document a learning experience for use in internal training.

To find out more, go to www.anzsog.edu.au to download a full Case Program brochure.

Enquiries about the Case Program can be made by calling ANZSOG on +61 3 8344 1990 or emailing info@casestudies.anzsog.edu.au

About ANZSOG

What is the Australia and New Zealand School of Government?

ANZSOG is a not-for-profit consortium of governments, universities and business schools that is dedicated to promoting outstanding public sector leadership and policy.

ANZSOG:

- provides world-class education and training to emerging public sector leaders in the substance and craft of public administration
- delivers a flexible range of post-graduate and executive courses that build significant new policy, research and management capability within the public sector
- develops a research expertise and agenda that significantly strengthens governments' ability to develop and access policy relevant knowledge
- encourages and supports public sector innovation through its research and teaching.

ANZSOG core activities

ANZSOG has three core activities:

1. Executive educational workshops and programs for senior managers

Executive Fellows Program (EFP)

Over three weeks the most senior public sector executives develop their strategic leadership and managerial skills by some of the world's leading public management presenters.

Towards Strategic Leadership (TSL)

Delivered over two five-day residential modules, this program blends personal leadership development and public sector focussed content. TSL is directed and led by Professor Paul 't Hart of ANU and presented together with a range of local and international presenters, including Robbie Macpherson of Social Leadership Australia.

Executive Master of Public Administration (EMPA)

A challenging learning experience for mid-level managers, the program comprises of 10 subjects over two years and participants receive a Masters upon completion from one of ANZSOG's partner universities. The program is taught by leading academics and practitioners from Australia and New Zealand and past presenters have included former New Zealand Prime Minister Helen Clark, former Australian Premiers Steve Bracks, Peter Beattie and Geoff Gallop and a number of chief executives of government departments.

Executive Workshops

These workshops operate throughout the year and offer public sector managers tailored courses that meet specific educational needs identified by ANZSOG government partners.

2. ANZSOG Case Program

The ANZSOG Case Program is responsible for producing original case studies that are based on real public sector situations. Two major advantages of this program are that, firstly, it offers a unique teaching method that is interactive and stimulates classroom debate over real life situations; secondly, as an educational resource the ANZSOG Case Program fills an important resource gap for the public sector at large.

3. ANZSOG Research Program

The ANZSOG Research Program focus is on innovative, cutting-edge research into public administration, policy and management. The program was established to expand the School's understanding of government policy and public sector management issues and to ensure this knowledge is disseminated to the broader community.

Visit www.anzsog.edu.au to find out more.



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