



the Australia and New Zealand
School of Government

Executive Master of Public Administration

A two year part-time degree program designed for future leaders, developing management and policy skills needed in today's public sector.



“ANZSOG provides a unique opportunity for national and international learning, networking, collaboration and research in the areas of public policy, public management and public administration”.

Professor Allan Fels AO
Dean



Welcome from the Dean

The Australia and New Zealand School of Government (ANZSOG) was established by a consortium of Australian and New Zealand Governments, Universities and Business Schools who share a vision of creating a world-class institution focusing on the needs of the government and community sectors.

Consortium members recognise that one of the significant challenges for all governments in the 21st century is to enhance the breadth and depth of policy and management skills and invest in the further education and development of those who are destined to be leaders in the public sector.

ANZSOG is an exciting, important and innovative initiative for Australia and New Zealand. It will assist in developing the future generation of public sector leaders, and will help promote the idea that public administration is a dynamic profession of great social value.

ANZSOG provides a unique opportunity for national and international learning, networking, collaboration and research in the areas of public policy, public management and public administration.

The Executive Master of Public Administration aims to prepare emerging leaders for the demands and challenges of delivering value to the community in an increasingly complex public service environment.

The School brings together high potential public sector employees, leading academics and experienced practitioners from Australia, New Zealand and overseas. The learning environment is engaging and dynamic, focusing on real-life issues and challenges faced by public sector managers.

I look forward to you joining our exciting program.

Professor Allan Fels AO
Dean



About the school

In the past, outstanding leaders went overseas to complete their education and management training. This is no longer necessary.

The Australia and New Zealand School of Government (ANZSOG) is a first tier professional school which enjoys a strong commitment and participation from the highest levels of government and public sector agencies.

With their partner universities, the School offers a masters level program in public administration, a senior executive program and other specialised programs for emerging leaders in the public sector.

The School's programs focus on the critical elements of public policy and management that are comparable with the programs of leading business schools and flagship schools of government around the world.

Tailored to the unique needs of Australian and New Zealand governments, ANZSOG's offerings draw on the experience of leading academics and practitioners, public officials and politicians.

Partner universities and business schools

The following Universities and Business Schools are Members of the Australia and New Zealand School of Government Limited:

- 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 Limited
- Monash University
- The University of Melbourne
- The University of New South Wales
- The University of Queensland
- The University of Sydney
- University of Canberra
- University of Tasmania
- University of Western Australia
- Victoria University of Wellington

Government members

- Commonwealth of Australia
- New Zealand
- Australian Capital Territory
- New South Wales
- Northern Territory
- Queensland
- South Australia
- Tasmania
- Victoria
- Western Australia



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School of Government

“Overall the EMPA was outstanding. A privilege to be a part of. Many of the guest speakers were fantastic – especially those from the public sector. There is no doubt, ANZSOG improved my life! Thank You!”.

—EMPA student (2008 cohort)



The EMPA aims to develop:

- world-class public sector managers who have a broad view of, and excellent skill base in, management, service delivery and policy analysis across the spectrum of public sector activities
- managers who demonstrate a critical understanding of the central concepts and literature from the fields of public administration, public management and public policy
- managers who can undertake critical analyses of public sector issues using multi disciplinary perspectives, and engage in informed debate of the issues
- managers who understand and can apply research methods and undertake independent research
- managers who are prepared for, and committed to, a long term public service career path, and
- managers who can improve service delivery and policy outcomes across all levels of the public sector in Australia and New Zealand

Graduates of the EMPA will:

- be familiar with fundamental theories and concepts underpinning effective performance in public sector management and policy development
- have a good understanding of the difficulties of delivering results in government
- be skilled in applying theory and analysing data to solve real world management and policy problems, and
- have well-developed personal and leadership skills

“The program broadened my perspective on how to tackle public sector problems and provided me with new skills in this regard. I am now able to take a more holistic approach to leading in the public sector”.

—EMPA student (2007 cohort)



Program overview

Designed to meet the needs of high potential employees within the Australian and New Zealand public services and government-related sectors, the Executive Master of Public Administration aims to enhance the breadth and depth of policy and management skills of participants, and provide graduates with the tools and frameworks needed to be clear about the value they deliver.

EMPA graduates will be better equipped to manage increasingly complex accountabilities and the shifting priorities of government against a backdrop of tight finances, a probing media, well organised interest groups, and in many cases, entrenched organisational cultures.

The course brings together the best emerging public sector leaders from Australia and New Zealand with outstanding teachers and practitioners to strengthen participants' knowledge and ability to drive improved public sector performance.

The EMPA is offered by ANZSOG and participating universities in partnership. EMPA candidates enrol in one of the School's partner universities and upon successful completion of the course are awarded a degree from that university. The school is committed to a highly interactive learning process, and has its own case study program to enhance and support teaching within the EMPA.

Curriculum

With a curriculum developed in consultation with public sector CEOs across Australia and New Zealand, the EMPA is a two year part-time post-graduate degree.

It requires the completion of:

- a core curriculum of seven subjects
- a required subject on public sector financial management (to be taken from partner universities); and
- two electives chosen strategically from the subjects offered by participating universities to enhance the core curriculum and an individual's particular needs

The core curriculum is multi-disciplinary and application oriented, emphasising technique, experience, judgment and values – the ‘trade craft’ of government. The curriculum integrates the participants' real-world roles as managers and policy advisers, by providing opportunities to integrate theory and practice. Subjects are delivered face-to-face at venues selected by the School or at one of the partner university's campuses.

The subjects are drawn from the following key disciplines and topics:

- public sector management
- public policy design and implementation
- qualitative and quantitative analysis
- economics
- law and regulation
- organisational change; and
- leadership

Mentor program

Each student undertaking the EMPA is expected to have a mentor with whom they can form an encouraging and constructive relationship during their time on the program. It is assumed that the mentor will be a manager from the sponsoring agency's senior leadership group who does not have a direct reporting relationship with the student. ANZSOG anticipates that this initiative will benefit students, mentors, and their respective agencies.



"I am now moving into a role that is consistent with my long term goal to be a senior manager in the public sector. This is attributable to confidence generated through the EMPA program and the tools that the program equipped me with".

—EMPA student (2007 cohort)

Connecting themes

Several connecting themes shape development and delivery of the core curriculum. These consistently aim to enhance participants' ability to:

- work with ambiguity and changing objectives
- sort out real problems from symptoms and learn how to manage people to solve real problems more quickly
- understand the roles and influences of structure, organisations, leadership, human nature, values and bounded rationality
- apply theories and learnings from a range of discipline streams to real life problems
- identify and manage risk; and
- understand the distinctive and evolving characteristics of Westminster-type systems of government.

The core curriculum will also enhance participants' abilities to view government problems and challenges through a number of lenses and understand the motivations of groups and individuals working in or with government, including:

- other levels of government and the media
- parties in and out of government
- business, occupational, religious, community and other interest groups
- inter-governmental and international relations; and
- providers and suppliers

Core subjects

1. Delivering Public Value

This subject focuses on the essential management task of delivering value to the public by enhancing the participants' skills in people and knowledge management, contracting, partnering and inter-organisational collaboration in the public sector. It recognises that although it is possible to draw on concepts and methods from the private sector, public management is different in important respects. This involves neither rejection nor uncritical imitation of business techniques, but rather adapting them to take account of the differences.

The subject is loosely based on a strategic framework which conceptualises public management in terms of three different sets of factors, providing categories within which contending views of value, strategy and service delivery can be explored, drawing on a variety of theoretical perspectives. Each category is a public sector analogue of factors in play in the private sector:

- 1 the value created by the organisation;
- 2 the authorising environment surrounding the organisation;
- 3 the operational capabilities utilised in creating or delivering value.

The subject goes beyond the assumptions of the traditional bureaucratic, managerialist and contractualist models of the last two decades, by outlining a broader variety of ways of creating public value than simply internal production or external contractors, and a broader set of motivations for people to do so.

2. Government in a Market Economy

A more outward-looking public sector culture calls for a robust understanding of what is valuable individually and collectively, and how that value is affected by the workings of markets, governments or other institutions.

This means understanding both how markets work and how they can fail – balanced with an appreciation of how government can add value and also how governments can fail. In many areas of government activity, market-related disciplines do not apply, increasing the risks that real costs will be opaque or disguised.

Central to understanding the opportunities and constraints affecting government is an appreciation of the insights that economics can offer many aspects of government activity and where choices must be made with little or no assistance from economics. This subject exposes participants to those elements of economic theory of major importance to what government does and how it is done, and illuminates areas of government responsibility little influenced by the logic and discipline of the market.

“On a professional level ANZSOG enabled me to operate at a more strategic level, and on a personal level enabled me to build my skills, see the transferability of those skills, and move to a more senior position

—EMPA student (2007 cohort)



3. Designing Public Policies and Programs

Designing public policies has long been recognised more as art and craft than science. Advisers try to bring evidence-based analytical perspectives to public issues of the day in a context in which they must take account of the authorising environment and political preferences and perspectives, existing policy commitments and international best practice.

This subject examines frameworks for successful problem solving. Emphasis is given to the policy context, institutions and processes surrounding policy advice, to various frameworks for explaining the rationale and role of government in policy development, and to intervention logic and public management initiatives and strategies for linking outputs to outcomes. Other topics covered include policy implementation and evaluation, risk management, and approaches to building strategic policy capability.

4. Decision Making Under Uncertainty

Managers in government must become more critical users of information and evidence. This subject examines the use of qualitative and quantitative information, methods and evidence to support decision making in the public sector.

It is designed to also develop participants' skills in commissioning research and analysis to inform decision making. Participants will be able to accurately use, interpret and draw inferences from information gathered as evidence for analysis to support decision making and understand how the system and organisational context affects the use of evidence and analysis in decision making.

5. Governing by the Rules

An enhanced knowledge and understanding of the applicable elements of law, convention, practice and ethics is fundamental to any consideration of public policy and management. It can be the difference between success and failure of the politician, bureaucrat, or manager of a contracted provider. Many intrinsically reasonable regulatory initiatives fail on operation through lack of 'administer-ability'.

Knowing how the law applies, how to read it, how it works as a system, conditions for reasonable performance in operation, and knowing how to successfully navigate through the complexities of government are vital for public sector managers. In this subject participants develop an applied appreciation of the role of legislation, regulations and conventions, their importance to good government, and how the authority of the State is appropriately used to deliver government objectives in accord with the underpinnings of our system of government.

6. Leading Public Sector Change

Over the past 30 years an array of global and local pressures has significantly changed the challenges facing government. Public managers now operate in an environment where citizens are better informed and demand more responsive and accountable services, commonly delivered once-removed from direct government control. Public servants are expected to deliver complex, multi-faceted policy in increasingly contested environments where process can more powerfully influence outcomes than substantive merit.

Balancing and adjusting the often conflicting and contradictory pressures within a rapidly changing environment is the daily challenge facing public sector leaders working to deliver the government's agenda. This subject combines examination of the theoretical underpinnings of leadership with practical personal development tools, in the specific context of government and the key drivers of public sector change.

7. Work-Based Project

Problems confronting governments today span jurisdictions, disciplines and different working backgrounds. The Work-Based Project provides participants with the opportunity to apply and integrate the skills and knowledge they have gained in the EMPA. The project is undertaken by teams of up to six participants, and addresses a substantive public sector issue identified by ANZSOG faculty or a government sponsor. Participants may also identify a project in consultation with ANZSOG faculty.

Projects test the team's ability to define a 'real-life' problem, design a strategy for addressing the problem, gather data, formulate and evaluate options and make recommendations. Leading to genuine and sustainable solutions to the problem concerned, the Work-Based Project concludes with a two day residential component, where participants have the opportunity to present the outcomes of their project to ANZSOG faculty and their EMPA colleagues.



2007 EMPA cohort *Dean's Prize* winner for overall excellence in the EMPA, Gary Cowan of the Commonwealth Department of Foreign Affairs and Trade, speaks at the 2010 EMPA Prize Ceremony dinner.



Course delivery

EMPA core and elective subjects are taught in locations across Australia and New Zealand.

The program commences with a five-day residential subject, 'Delivering Public Value'. Bringing participants together from all jurisdictions, the subject provides an invaluable opportunity for participants to develop links with the ANZSOG faculty and their fellow participants.

Some subjects are taught to the full group, in five-day intensive residential blocks. Another subject is taught twice in two different locations, each time to half the cohort. The remainder of the core subjects are taught in five or six cities – Melbourne, Canberra, Sydney, Brisbane, Wellington and Perth – in one and two-day modules. Elective subjects are taught at the participant's chosen university. More subject information may be obtained on the School's website—www.anzsog.edu.au

The teaching and learning style in all core subjects is interactive and application-based. Incorporating case studies, guest speakers, exercises and other teaching methods, the teaching and learning approach draws on the practical experiences of delivering high value in government.

Entrance requirements

Students enrolling in the EMPA will demonstrate:

- strong evidence of leadership potential including potential to contribute at the senior executive level as part of the next generation of public sector leaders
- clearly and consistently above average work performance
- sound management capability/potential
- ability and commitment to contribute to class learning, learn from others and share learnings in the workplace
- strong commitment to career development and to a career in the public sector
- capability to complete a rigorous master's program (usually evidenced by successful completion of an undergraduate degree); and
- in most cases, at least five years relevant work experience

Fees

Course fees include accommodation, meals and materials and are paid by sponsoring governments and agencies.

Beyond the classroom

Importantly, the Australia and New Zealand School of Government experience reaches well beyond the classroom.

In addition to providing both structured and informal opportunities for participants to get together, the School also offers participants opportunities to meet key political leaders and leading practitioners from Australia and New Zealand.

The national and international networks established during the EMPA will be invaluable for participants as they move into increasingly demanding roles. After they graduate, the School helps participants maintain and build on these networks through its prestigious alumni program.

"The greatest strength of the EMPA is the passion and drive of the lecturers and support provided by ANZSOG staff. I really enjoyed the program and made some lifelong friends as well as gaining lifelong skills".

—EMPA student (2008 cohort)



Acting Academic Director EMPA

Prof Owen Hughes—ANZSOG/Monash University

Subject leaders

Prof John Alford—Professor of Public Sector Management, ANZSOG

Dr George Argyrous—University of New South Wales

Prof Mark Evans—ANZSOG Institute for Governance

Prof Arie Freiberg—Monash University

Prof Ross Guest—Griffith University

Assoc Prof Joanne Kelly—University of Sydney

Prof Claudia Scott—ANZSOG/Victoria University of Wellington

Prof Paul 't Hart—Australian National University and Utrecht University

Convenors of locally delivered core subjects

Dr Jo Baulderstone—Flinders University

Dr Richard Denniss—The Australia Institute

Dr Veronica Jacobsen—Formerly of the Ministry of Justice, New Zealand

Prof Peter Kenyon—Curtin University of Technology

Dr Paul McLeod—University of Western Australia

Dr George Rivers—Monash University

Assoc Prof Russell Ross—University of Sydney

Prof Danny Samson—University of Melbourne

Presenters have so far included:

Ms Katrina Bach—Chief Executive, Department of Building and Housing, New Zealand

The Hon. Peter Beattie—Former Premier of Queensland

The Hon. Steve Bracks—Former Premier of Victoria

Rt Hon Helen Clark—Former Prime Minister of New Zealand

Mr Col Gellatly—Former Director-General, NSW Premiers Department

Ms Shenagh Gleisner—Chief Executive, Ministry of Women's Affairs, New Zealand

Mr Wayne Goss—Former Premier of Queensland and current Chair of Deloitte Australia

Dr Ruth Harley—Former Chief Executive, New Zealand Film Commission

The Hon. Michael Kirby - Former Justice of the High Court of Australia

Ms Robyn Kruk—Former Director-General, NSW Health Department

Dr Carmen Lawrence—Former Premier of Western Australia

Mr Terry Moran AO—Secretary, Department of Prime Minister and Cabinet

Dr Geoff Mulgan—Director, Young Foundation, UK

Ms Christine Nixon APM—Former Chief Commissioner, Victoria Police

Ms Lisa Paul—Secretary, Department of Education, Employment and Workplace Relations

Mr Mark Prebble—Former State Services Commissioner, New Zealand

Mr Iain Rennie—State Services Commissioner, New Zealand

Mr Grahame Serle—Former Chief Executive, Landgate, Western Australia

Ms Karen Sewell—Secretary for Education, New Zealand

Mr Ken Smith—Director-General, Department of Premier and Cabinet, Queensland

Mr John Thwaites—Former Deputy Premier of Victoria

Mr Maarten Wevers—Chief Executive, Department of Prime Minister and Cabinet, New Zealand

ANZSOG attracts outstanding public sector officials and emerging public sector leaders from Australia and New Zealand, as well as other countries in our region.



Applications

Applications are called for by central agencies. For further program information, please contact:

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Or visit our website
www.anzsog.edu.au

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and peers
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Join the ANZSOG Online Forum
www.forum.anzsog.edu.au

“There is a real strength in building an ANZSOG community, with one’s cohort, the lecturers and continuing program for the betterment of public sector. Its focus on public sector administration says it all – you cannot get this teaching anywhere else and the EMPA fills the gap that private sector focussed MBA’s leave”.

—EMPA student (2007 cohort)



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The information in this brochure was correct at the time of printing. ANZSOG reserves the right to alter the details of this brochure at any time. Visit www.anzsog.edu.au for the latest details.