



Executive Master of Public Administration

Guide for Managers

2010

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1. Message 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 which focuses on the needs of the government and community sectors. Consortium members recognised 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.

Sponsoring a student in the Executive Master of Public Administration program is a significant decision. The cost is substantial, although fees are low for a residential program and are very low compared with fees for an MBA at the top Australian business schools. In addition to the fees, there is a need to provide the student with study leave to attend subjects and to complete the required assignment work. On the other hand, the EMPA is designed, in partnership with government, for the public sector and is focussed on the practical application of learning so that a student can bring new insights to the workplace whilst continuing studies. Our close partnership with governments means that we work together continuously to improve the program to meet the learning objectives of the sponsors and the students.

ANZSOG is an exciting and important 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 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.

Professor Allan Fels, AO

Dean

2. Introduction to ANZSOG

ANZSOG is designed to be a world-class school of government in the Australia and New Zealand geographic region equivalent in stature to Australia's two national business schools (Australian Graduate School of Management and Melbourne Business School) and the best international schools of government, such as the Kennedy School of Government at Harvard. ANZSOG seeks to attract outstanding, high potential students from government and the government-related sector in Australia and New Zealand and in due course from other countries in our geographical neighbourhood.

ANZSOG is an independent company with its own Board. The School's members are governments, universities and business schools in Australia and New Zealand. It is both a teaching and a research institution. Academic staff hold appointments at one of the partner universities. The School itself does not award degrees in its own name; rather, degrees are directly awarded by the partner universities. The School is a multi-campus institution delivering its offerings at the campuses of partner universities.

ANZSOG comprises the following members:

Governments	Universities and Business Schools
Commonwealth New Zealand Australian Capital Territory New South Wales Northern Territory Queensland South Australia Victoria Western Australia	Australian National University Carnegie Mellon University Charles Darwin University Curtin University of Technology Flinders University Griffith University Melbourne Business School Monash University University of Canberra University of Melbourne University of New South Wales University of Queensland University of Sydney University of Western Australia Victoria University of Wellington

3. EMPA course aims and outcomes

The EMPA aims to prepare emerging public sector leaders for the demands and challenges of delivering value to the community in an increasingly complex environment. The program provides agencies with the opportunity to develop selected potential leaders by enhancing management skills and providing the tools and frameworks needed to be clear about the value they deliver. The intention is that graduates of the program will be better equipped to manage 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. Students have both structured and unstructured opportunities to meet and interact with key political and public sector leaders from both

Australia and New Zealand. The national and international networks established during the EMPA are expected to be invaluable to participants as they move into ever more demanding roles and to boost their ability to develop whole-of government approaches.

In summary, it is expected that graduates will:

- Be familiar with fundamental theory underpinning effective performance in public sector management and policy development
- Have a sound understanding of the issues involved in delivering results in government
- Be skilled in applying theory and analysing data to solve real world management and policy problems
- Have well-developed personal and leadership skills
- Demonstrate a capacity 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 and
- Understand the distinctive and evolving characteristics of Westminster-type systems of government.

4. Course structure

The EMPA was established as a part-time degree for managers to be completed in two years. It consists of ten subjects - seven core subjects and three electives. Delivering Public Value, Designing Public Policies & Programs, Governing by the Rules and Leading Public Sector Change and are taught in residential, intensive mode over 5 or 5 ½ days. Decision Making Under Uncertainty and Government in a Market Economy are two core subjects that are taught in each jurisdiction over 5 days, in blocks of 1-2 days. The Work-Based Project concludes the course. Students come together for 2 days at the end of this subject.

The electives are taken from subjects on offer at the student's university of enrolment. One of these electives must be in the area of public sector financial management. The other two electives are selected by the student to bridge their past study and experience and the core curriculum or to enhance their knowledge in a specific discipline or policy area.

5. Who should be selected for nomination to the EMPA?

Each government has specific selection criteria. In general, the student will be just below executive service level and 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
- commitment and ability to contribute to class learning, to learn from others and to share learnings in the workplace
- strong commitment to career development and to a career in the public sector
- capacity to complete a rigorous master's program (usually evidenced by successful completion of an undergraduate degree)
- in most cases, at least five years relevant work experience

6. The process of application

A successful applicant enrolls at ANZSOG. Because the degree itself is offered by one of our partner universities, the School then assists the student to seek enrolment in the university of their choice. Note that enrolling universities maintain their own requirements about entry criteria and this may affect the selection of university. This applies particularly where an applicant has no undergraduate degree.

From this point on, the student is part of ANZSOG and joins around 130 other students from around Australia and New Zealand in the program.

7. Time commitment

We ask managers to indicate on each student's application form how they will support the student's participation in the program. We also encourage managers sponsoring a student for the program to agree on leave requirements for study before the application is submitted. We do so because the EMPA, as a ten subject, two year part-time degree, makes considerable demands upon students whose time is probably already fairly fully committed. Each subject consists of around 40 hours of instruction, mostly within work time. This is supported by a further 80 hours of the student's own study time.

Students study seven core ANZSOG subjects during the degree. This entails a total of between 30-35 working days absent from the workplace to attend these subjects. There is also a need to read materials and complete assignments. The three elective subjects which are taught by the enrolled university may involve teaching in work hours also and will be supported by the student's own study time.

Students are expected to attend all scheduled sessions within subjects as this is important to achieving their learning outcomes. If they are having difficulties balancing the workload for the program with their work and personal lives, they are encouraged to seek advice from their manager or mentor and from ANZSOG. There are several options including:

- extension of the time where possible to complete the degree. We encourage students to remain in their cohort where possible and to defer elective subjects to a third year of study. In normal circumstances, a student has up to four years from commencement to complete the degree.
- deferral from studies for a period to help regain work/life balance
- in the extreme case, withdrawal from the program. Given the investment by the agency, this is not a preferred option.

In such cases, the student is advised to discuss the issues with their manager or mentor. When a student seeks to defer or withdraw from the program we require confirmation by the student's manager that the student has the manager's approval for the proposed course of action. Further policies in relation to withdrawal and deferral are set out later in this guide.

8. Mentors

Each student sponsored in the 2009 EMPA program is expected to have a mentor nominated by their agency 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. How the mentoring process works, how often the

mentor and student meet, how their meetings are structured and so on, should follow from a discussion between the mentor and the student.

To support participation in the program, briefings for mentors and students will be held in each capital city early in the year.

More details are available on our website through this link [EMPA mentor program](#).

9. Networking

One of the strengths of the program, frequently noted by students, their managers and Chief Executives, is the wide network developed with public servants from around New Zealand and Australia. This provides learning and support in a greater understanding of different perspectives and an appreciation of work done and solutions tried elsewhere.

10. Proposed Calendar for the 2010 cohort

The following table shows the timetable of subjects for the 2010 intake of students.

EMPA 2010 Cohort Calendar

SUBJECT	DURATION	2010												2011											
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Delivering Public Value (residential)	5.5 days	<input type="checkbox"/> Melbourne																							
Government in a Market Economy (in home city)	5 days over 3 months	<input type="checkbox"/> Brisbane, Canberra, Melbourne, Perth, Sydney, Wellington																							
Designing Public Policies & Programs (residential)	5 days	<input type="checkbox"/> Brisbane, Perth, Wellington																							
Decision Making Under Uncertainty (in home city)	5 days over 3 months	<input type="checkbox"/> Brisbane, Canberra, Melbourne, Perth, Sydney, Wellington																							
Elective (at enrolled university)		<input type="checkbox"/> Enrolled university																							
Governing by the Rules (residential)	5 days	<input type="checkbox"/> Sydney																							
Leading Public Sector Change (residential)	5 days	<input type="checkbox"/> Melbourne, Canberra																							
Elective (at enrolled university)		<input type="checkbox"/> Enrolled university																							
Elective (at enrolled university)		<input type="checkbox"/> Enrolled university																							
Work Based Project (residential)	2 days	<input type="checkbox"/> Wellington																							

11. Financial commitment

Fees for sponsored places are paid by the sponsoring agency. The fee for the course for the 2010 intake is \$AUD39, 138.75 for an Australian student and \$AUD39, 582.50 for a New Zealand student. (The difference lies in the amount of GST on the invoice.)

The fee covers tuition and accommodation and meals at residential subjects. The additional costs for the sponsor are:

- Travel to and from residential subjects. An important part of the design of the program is that students attend intensives in Adelaide, Brisbane, Canberra, Melbourne, Perth, Sydney and Wellington. Sponsors should budget for at least four trips, including a maximum of two flights between Australia and New Zealand.

- Accommodation for nights before or after a residential subject. ANZSOG covers the cost of accommodation during the residential itself, but flight times and the need for rest mean that many students need to pay for an extra night of accommodation at each residential. A budget providing for five nights accommodation in total should be sufficient.
- Sponsors of students from Northern Territory and outside metropolitan areas need to allow for additional costs for travel to the two block mode subjects in the nearest teaching city (Decision Making Under Uncertainty and Government in a Market Economy) and the three elective subjects at the university of enrolment.
- Textbooks at an estimated amount of \$1000 for the whole program.

12. *Transfer of learning to the workplace*

As outlined above, each student who is sent on the program will have continual opportunities to apply new learnings and insights to the workplace. In a similar vein, each student on the EMPA program should consciously seek to share his or her learnings with others in the workplace.

This can be done through informal discussion in the workplace or through more formal means such as presentations and seminars.

13. *Policies for withdrawal and deferral*

The following rules that affect you as a sponsor set out the consequences of deferral or withdrawal.

Withdrawal before commencement - If a participant is selected by ANZSOG and then withdraws before commencement of the course, the sponsor may nominate a substitute immediately, provided this is at least four weeks before the commencement of the program. Should no immediate substitute be offered, ANZSOG may offer a place from the waitlist to another sponsor. If the vacancy is not filled, the first half of fees are payable for the EMPA.

Withdrawal from EMPA during first half of course - If a student withdraws from the EMPA after commencement, and during the first half of the course, half the EMPA course fees are payable for the withdrawing student

Withdrawal from EMPA during second half of course - If a student withdraws from the EMPA after commencement, and during the second half of the course, the EMPA full course fees are payable for the withdrawing student.

Deferral from EMPA - If a student defers from the EMPA, fees are payable for the stage already invoiced. Any outstanding amount for the second instalment can be paid upon recommencement.

Failure in EMPA - If a student fails a subject in the EMPA course, that subject can be repeated. The student will be invoiced for one tenth of the full course fee for the repeat and may seek reimbursement from the sponsor. A student who fails a second time will be asked to show cause to the Dean why he or she should not be excluded from the course.

Change of employment during EMPA - An EMPA student who changes employment during the course is permitted to complete the degree, provided the student or the student's new employee pays remaining fees to the School, or comes to an arrangement with the sponsor relating to fees already paid.

Completion time for EMPA - The EMPA degree is normally to be completed within four years of commencement.

14. *Quality Improvement*

ANZSOG works in partnership with government and is committed to the highest quality in its programs. We will engage in rigorous and comprehensive review of each subject and the course as a whole. An important part of this review is the continuous feedback we receive from our sponsors. We seek your views about the program and encourage any comment from you.

In 2005 a review of the EMPA program was led by Andrew Podger, AO, former Australian Public Service Commissioner. The review involved feedback from Chief Executives, managers of students on the program, the students themselves, universities and academics teaching on the program. The review found strong ongoing support for the program among all these stakeholder groups, along with opportunities to strengthen the program and its impact as it evolves over time.

15. *Alumni*

The development of a strong and active alumni organisation is a central aim in establishing the School. It is important in strengthening and expanding the students' professional networks and providing opportunities for lifelong learning. Currently there are alumni chapters operating in our member jurisdictions, providing a network and access to professional development.

16. *Website*

You can find our website at www.anzsog.edu.au. This is being updated progressively with information and includes more detailed information about the School, the EMPA and other programs.