



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

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:

Lechée Donato
Executive Workshop Coordinator
T +61 3 9285 9116
l.donato@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 9285 9113
p.debus@anzsog.edu.au

Collaboration in the Public Sector

2 days, non-residential only

The program

This workshop is an exciting initiative in which managers from departments across a government 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 and roles.

Workshop fees

\$AU2,000 including GST

Fees include all meals during the course and all materials.

A group discount of 20% applies to departments sending five or more participants.

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.



Course leader

Professor John Alford, Program Director

John Alford is Professor of Public Sector Management 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 is an experienced executive education teacher, and directs the School's Executive Fellows Program.

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 author of *Engaging Public Sector Clients*, published by Palgrave Macmillan in 2009, co-author of *The Governance of Australia's Courts: A Managerial Perspective* (2004) and co-editor of *The Contract State: Public Management and the Kennett Government* (1994).

'Very much appreciated the comprehensive, grounded and applied public value framework and analysis using the groups experience and case studies. Succinct and relevant tools, and frames I can use with my team.'

Collaboration in the Public Sector workshop participant



Crisis and Emergency Management

2.5 days, residential or non-residential

Course leader

Professor 'Dutch' Leonard

Herman 'Dutch' Leonard is the George F. Baker Jr. Professor of Public Management at the Harvard Kennedy School and the Eliot I. Snider and Family Professor of Business Administration and Co-Chair of the Social Enterprise Initiative at the Harvard Business School. He teaches leadership, organisational strategy, crisis management and financial management.

His current research concentrates on crisis management, corporate social responsibility, and performance management. He is a member of the boards of directors of Harvard Pilgrim Health Care, a 1,000,000-member Massachusetts HMO, of the American Civil Liberties Union of Massachusetts, and of the Hitachi Foundation. He was formerly a member of the Board of Directors of the Massachusetts Health and Education Facilities Authority, a member of the Research and Education Advisory Panel of the General Accounting Office, a member of the Massachusetts Performance Enhancement Commission, and a member of the Alaska Governor's Council on Economic Policy. He served as Chair of the Massachusetts Governor's Task Force on Tuition Prepayment Plans. He received his PhD in economics in 1979 from Harvard.

'The course was an excellent forum for questioning ones cognitive responses to emergency situations. I exercised parts of my brain not normally reached in daily working life.'

Crisis and Emergency Management workshop participant

The program

Using case studies from Australia and the United States, this workshop examines key concepts of effective organisation and action in both routine emergency situations and true crises. Building on lessons from experiences with the 2003 Canberra fires and Cyclone Larry as well as Hurricane Katrina and other salient crisis examples, the course proposes a different way of thinking about what we are trying to achieve in organising in advance and in conducting ourselves in the midst of emergency and crisis events.

While traditional models emphasise centralised command and control with the intention of creating an effective, unified centralised structure, this workshop emphasises the virtues of and thinking about what we are doing creating a decentralised but coordinated response. Through examination and, in some cases, reinterpretation, of the successes achieved in some important events and the failures encountered in others, the workshop develops an alternative description of what success looks like, what it entails, and what conditions, actions, and approaches are most likely to achieve it.

Taking the approach we will discuss in this program—treating decentralised action as intrinsic and seeking to capitalise more effectively on its virtues—will considerably increase the likelihood that our future responses will be swift, effective, efficient and well-received.

Participant benefits

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

- plan for emergencies from a fresh perspective
- take into consideration the importance of collaboration and co-ordination
- examine methods for improving information aggregation and processing
- quickly recognise the difference between true crises and routine emergencies
- recognise patterns of behaviour when responding to emergencies
- consider the roles of both policy and operational response officials
- see the benefits and opportunities of disparate agencies working together
- identify new systems and new methods of preparation and response
- work outwards from an understanding of the big picture
- conceptualise goals and the overall approach during a disaster in new ways.

Who should attend?

The course is aimed at SES and senior managers in the emergency services, police, security and defence areas of government, for whom crisis and emergency management is an important part of their responsibilities. It is particularly appropriate for policy-level officials whose agencies might be called upon to help respond to a major disaster. The course is suitable for senior executives who may serve in a range of different agencies over time.

Workshop fees

Non-residential \$AU2,900 including GST

Residential \$AU3,350 including GST

Fees include all meals during the course and all materials.

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

Economics for Public Sector Managers

2 days, non-residential only

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

\$AU2,000 including GST

Fees include all meals during the course and all materials.



Course leader

Professor Ross Guest

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

He is a 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 18 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 an Associate 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



Evidence for Policy and Decision-Making

2 days, non-residential only

Course leader

Dr George Argyrous

George Argyrous is a Senior Lecturer at the University of New South Wales, 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

\$AU2,000 including GST

Fees include all meals during the course and all materials.

Leading and Managing in Education

2 days, non-residential only

The program

This executive workshop focuses on the multiple requirements for creating and sustaining change across entire school systems leading to improved student outcomes and greater public confidence. In recent years some school systems have been able to improve student outcomes across large numbers of schools in sustainable ways, pointing the way to new strategies for improving education.

This executive workshop will take participants through the multiple focuses required to create lasting and meaningful change in education systems. The sessions will address not only the need for good policy for education, but also issues that are equally important but often neglected, including effective implementation of large-scale change, keeping focus, and maintaining system and public support through effective communications. All of these will be discussed in the context of the realities of government culture and operations.

The context

Australian school systems are facing increased social and economic demands. The Council of Australian Governments (COAG) has set ambitious goals and targets for schooling, as well as significant funding and policy interventions.

These developments add to the challenges that face policy makers across Australia's school system and its complex array of sub systems. Policy makers face the challenge of maintaining and building the capacity and performance of their own systems but also of these new sets of demands and opportunities and of shaping the responses.

Participant benefits

At the end of the program, participants will have a clear understanding of the kind of overall, comprehensive strategy that is required to create change in entire school systems. Specifically, the course will address:

- the multiple requirements (policy, implementation, engagement, distractions) needed for effective change in a large education system
- the main elements needing attention in each of these four areas
- the kinds of processes, systems, infrastructure and resources a government department requires to create and sustain such an agenda
- the challenges and constraints facing comprehensive efforts of this kind.

Participants will have the opportunity to share experiences and challenges and to explore policy actions with colleagues across school systems and to build professional alumni through ANZSOG.

Who should attend?

The course is designed for senior policy makers and senior operational leaders in education systems. Typically these would be senior managers with significant responsibilities for policy, finance, and operations in school systems.

Workshop fees

\$AU2,500 including GST

Fees include all meals during the course and all materials.



Course leader

Tony Mackay

Tony Mackay is Executive Director of the Melbourne based Centre for Strategic Education, Australia, a Centre focused on leading educational thinking and practice at state, national and international levels. He is Deputy Chair of the newly established Australian Curriculum, Assessment and Reporting Authority (ACARA). Tony is also an Honorary Fellow in the Faculty of Education at The University of Melbourne.

Tony specialises in the areas of school and system leadership, improvement and innovation.

Tony's work at state, national and international levels focuses on strategic thinking and facilitation for Government bodies, education agencies, think tanks, school boards and leadership teams. It encompasses the areas of school and system leadership, improvement and innovation, teacher professionalism and curriculum and assessment policy and includes the design and implementation of research and development programs and leadership development programs.

'Thank you for the opportunity and space to think some things through, to have a 'reality check' and walk out the door with a refreshed commitment to the agenda, knowing that there is such a great opportunity for Australian kids.'

Leading and Managing in Education workshop participant



Managing IT in the Public Sector

2 days, non-residential only

Course leader

Professor Michael Vitale

Michael Vitale is a Professor at Monash University and the Director, Commercialisation at the Monash Asia Pacific Centre for Science and Wealth Creation. At Monash, Prof Vitale focuses his teaching, research, and consulting on commercialisation of innovation, particularly in biotechnology. He is the Chairman of a public biotechnology firm and a member of the advisory board of a private biotech company.

Previously, Prof Vitale had a joint professorial appointment at the Melbourne Business School and ANZSOG. At MBS, he was the director of the innovation research program. He was Dean and Director of the Australian Graduate School of Management (AGSM) in 2001–2002 and was formerly a Professor in the Centre for Management of IT at the Melbourne Business School and the Foundation Professor of Information Systems and Head of the Information Systems Department at the University of Melbourne.

Prior to coming to Australia, he was a Fellow at the Ernst & Young Center for Business Innovation in Boston and an Associate Professor of Business Administration at Harvard Business School. His industry experience includes four years as Vice President of Technology and Corporate Services at the Prudential Insurance Company of America. Prof Vitale holds a PhD (Dartmouth), MBA (Harvard), and BA (Oakland University).

‘Very thought-provoking, good combination of theoretical/philosophical and practical. Very useful in thinking about project management in general – not just IT.’

Managing IT in the Public Sector workshop participant

The program

This program will focus on the creation of value through the use of information technology. In the public sector, the value created is often public, as well as private, and therefore can be difficult to measure. The public sector context thus adds another layer of complexity to the already formidable task of managing information technology. The program will explore this complexity and ways of managing IT.

The program was initially designed in consultation with a wide range of Government stakeholders from departments and agencies across Australia and New Zealand, and has evolved over time to meet the changing needs of managers in the public sector. Most of the sessions will be based around ANZSOG case studies written specially for this program. There will also be lecture/discussion sessions, and guest speakers who will talk on the practical challenges they have faced and overcome in managing IT in the public sector.

Participant benefits

At the end of the program participants will have a practical understanding of the special issues involved in IT in the public sector, including:

- the unique challenges of managing IT in the public sector
- the evaluation of proposed IT projects from both a technical and an organisational perspective
- the potential barriers to successful implementation of a new IT system, and approaches to overcoming those barriers
- the importance and the difficulty of measuring the outcomes of IT investments and techniques for carrying out such measurements
- the role of IT governance in improving both public and private returns from investments in IT
- the role of contractors and how to maintain control of a project being carried out by them
- the importance of an effective partnership between IT and other organisational units, and ways in which such partnerships can be created and maintained.

Who should attend?

This course is aimed at managers who are involved in decisions regarding significant investments in Information Technology in the public sector. Such managers would typically be members of a work group, project team, IT steering committee or IT governance board. The decisions regard budgeting for IT, IT investment selection and prioritisation and IT project management.

The course focuses on the creation and maintenance of durable working relationships that support the effective use of information technology to achieve organisational goals. Thus the participation of colleagues from a single organisation is likely to be particularly beneficial and is encouraged.

Workshop fees

\$AU2,000 including GST

Fees include all meals during the course and all materials.

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 communication strategies for influencing public opinion and changing public behaviour as well as managing public engagement.

Three 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 online
- be more prepared for dealing with a crisis in the media
- apply issues management techniques.

Who should attend?

The course is ideally suited to middle-to-senior executives who need to think strategically about how government policies and programs are communicated to the public. Mid-level managers 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 leading educator, communications consultant, broadcaster and author. For many years he has been an ABC radio and television broadcaster and currently hosts the successful *Talking Heads* program on ABC TV.

His publications include *Persuading Aristotle*, *The Secrets of the Great Communicators*, and the audio publications, *Communication: A Winning Strategy* and *The Astute Negotiator*. Peter is an ANZSOG Fellow and Professor and has taught senior public sector managers on the School's Executive Fellows Program about the complex role of public communication.

Peter has also taught MBA and executive programs at the Australian Graduate School of Management, and advises governments and NGOs on communication strategies.

He is an Alumnus of both the Kennedy School of Government and AGSM.

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

Managing Public Communication workshop participant



Managing Regulation, Enforcement and Compliance

5.5 days, residential or non-residential

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 international 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

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 \$AU5,795 including GST

Residential \$AU6,995 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.

‘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 Risks to Integrity in the Public Sector

4.5 days, residential or non-residential

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 international 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.

'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 and Strategy for the Innovation Economy

2.5 days, residential or non-residential

The program

Innovation is at the forefront of the debate on lifting Australia and New Zealand's economic performance. This executive workshop is designed for public sector executives with an interest in the dynamics of the innovation economy and in assessing the appropriate roles that government can play as a catalyst in the process.

Government's primary contribution to stimulating innovation is to tune the policy settings around capital allocation, tax, risk management, skill development, knowledge and organisational networks to facilitate where possible and otherwise remove regulatory and other barriers that inhibit private sector action.

This workshop offers an opportunity for a facilitated interactive workshop among policy makers with an interest in how the innovation system works. The program will include offerings on innovation within the public sector itself. It will also canvas key initiatives by Australian governments, including the Cutler Inquiry for the Commonwealth and innovation in state jurisdictions such as Tasmania and South Australia. The forum combines presentations on core concepts and peer-to-peer learning through discussion of industry case studies and innovation.

Participant benefits

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

- grasp key conceptual foundations of thought on this dynamic subject
- understand what makes an effective innovation system work
- recognise the appropriate role of government in facilitating a healthy innovation system
- diagnose strengths and weaknesses of existing innovation arrangements at national, state and regional levels
- employ local and international best practice in innovation
- identify opportunities for innovation
- utilise networking opportunities for innovation challenges
- apply practical lessons from the workshop in their professional environment.

Who should attend?

Participants will come from departments or agencies across a broad range of roles:

- generalists ranging from Deputy Secretary level (or equivalent) to other senior executives with responsibility for formulating government programs on innovation
- executives with responsibility for regulating, licensing or assisting new commercial activities
- executives with responsibility for national, state and regional economic and industrial development and R and D initiatives
- policy advisers with an interest in macro and micro economic settings
- senior staff who coordinate government policy and whole-of-government actions.

Workshop fees

Non-residential \$AU3,600 including GST

Residential \$AU4,200 including GST

Fees include all meals during the course and all materials.

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



Course leader

Professor Jonathan West

Jonathan West is founding Director of the Australian Innovation Research Centre. Prior to assuming his current appointment, Prof West spent 18 years at Harvard University where he was Associate Prof in the Graduate School of Business Administration.

Prof West's teaching and research are in the fields of innovation and business strategy. His work focuses on understanding the roots of superior performance in national innovation systems, particularly in the fields of agribusiness, the life sciences, and biotechnology. He was faculty director for the Harvard Life Sciences Project, a cross-university initiative to understand the economic implications of the ongoing revolution in biotechnology.

Prof West has served as a consultant to and board member of major corporations around the world and as an advisor to several governments including those of Singapore, Hong Kong, France, Japan, New Zealand and several Australian states-particularly in fields of agribusiness, innovation policy, and economic development.

'I was challenged to think beyond my existing strategies. It has given me some new contexts and ways of thinking about strategy development and program implementation. Much to think about and do.'

Policy and Strategy for the Innovation Economy workshop participant



Policy Skills Program

3–4 days, non-residential only

Course leader

Professor John Alford, Program Director

John Alford is Professor of Public Sector Management 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 is an experienced executive education teacher, and directs the School's Executive Fellows Program.

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 author of *Engaging Public Sector Clients*, published by Palgrave Macmillan in 2009, co-author of *The Governance of Australia's Courts: A Managerial Perspective* (2004) and co-editor of *The Contract State: Public Management and the Kennett Government* (1994).

'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
- the nature and use of economic tools in policy-making
- stakeholder engagement
- building strategic capacity for 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 18.

Customised programs



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:

- Evidence-based Policy
- Climate Change
- Health Leadership
- Public Sector Project Management
- Policy Skills
- Interagency Collaboration
- Education Leadership
- The Regulatory Environment
- Public Sector Ethics
- Public Sector Finance and Budgeting
- 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.

Tracey Fisher
T +61 3 9285 9115
t.fisher@anzsog.edu.au

or

Peter Debus
T +61 3 9285 9113
p.debus@anzsog.edu.au

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 Generals 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).

'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

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)

Run in three separate residential blocks, 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 Professor Amanda Sinclair of the Melbourne Business School.

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.

ANZSOG

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