Overview of ANZSOG's Research Strategies 2003-2017

Executive Summary

ANZSOG is a unique educational institution in that it bridges the research and development interests of both the academic and practitioner communities. From its inception, research was always an important priority for the School and for our member governments, not only for the generation of new knowledge and ideas, but also to inform and deepen the teaching and executive development programs we run. As a network of governments and universities, ANZSOG enjoys a niche advantage being able to generate and disseminate practitioner-relevant research for our member governments as well as contributing to the broader scholarly field of governance and public administration. It is abundantly clear that ANZSOG is able to offer something different to other providers of advice or practical research to governments in our region of the world.

This overview provides a concise summary of the research strategies to which ANZSOG has thus-far committed itself, and provides some commentary or assessments of these various approaches. The organisation was responsible not only for developing a series of initial research priority areas, but also took the opportunity of gradually (seed) funding research projects in line with these priorities. From 2004 to 2017, ANZSOG has endorsed a number of evolving research strategies and priority agendas, but there is differing evidence that these have been actively implemented or influential in guiding our research efforts. One of the reasons for this slippage was that while ANZSOG was able to prioritise research agendas, it had its own capacity constraints in the supply of active researchers and was often dependent on the goodwill of others anxious to explore topics that relate to ANZSOG's interests. ANZSOG is now in a position to do something about this mismatch between strategic priorities and innate capabilities.

ANZSOG's Research Strategies to Date (2003-17)

The planning processes leading to the establishment of ANZSOG (2001-03) determined the new School would both perform a *world-class teaching and executive development* role as well as an important *research role* – initiating and disseminating relevant research and developing capacity. Research endeavours were prioritised because there was a perception that Australasian universities and professional associations were not producing quality research outcomes of relevance to member governments and practitioners. Moreover, ANZSOG offered a unique opportunity to foster active collaboration between governments and academic researchers. Research was intended to be relevant, practical and of value to the ANZSOG community, not merely undertaken for academic honour.

It was agreed that high-quality research would be undertaken for the following reasons, namely:

1. ANZSOG would add to the critical mass of research outputs on public administration, public management and governance/government;
2. Greater research endeavour in both countries would help stimulate the field that was considered at the time to be declining in quality, quantity and relevance; ANZSOG would help enliven the field though high-quality outputs, stimulating debates and controversies, and building research capacities between governments and academics;

In 2004 ANZSOG conducted a two-day research symposium at the ANU to identify ANZSOG's future research strategies and agendas. The symposium agreed that ANZSOG's research role was to:

1. Contribute to knowledge and understanding of government/governance, and public sector reform, by providing critical and constructive assessments of current practices;
2. Develop policy ideas (government and community) and scope policy options to solve or manage policy problems;
3. Broaden and challenge intellectual horizons by imagining alternative approaches, promoting strategic and long-term thinking to manage future challenges;
4. Facilitate comparative research – situating Australian and New Zealand experiences in a broader frame;
5. Improve understanding of policy instruments and policy management, policy effectiveness by analysing delivery options and improvements in policy and program performance;
6. Inform scholarly and community debate on key issues in public administration; and
7. Inject new insights and findings into current government practices through teaching and training links.

Twelve future research agendas were identified as central to the interest of ANZSOG and its member jurisdictions:
1. Changing practices, understandings, roles and responsibilities of government
2. Changing the governance capabilities of governments
3. Leadership and improved management capacities
4. Innovative approaches to policy development and service delivery
5. Policy design and how to improve policy design across government
6. Contestability, policy advice and information
7. Effective implementation of policy initiatives
8. Networked and collaborative forms of delivery and policy formulation
9. The foundations of public service administration (values, standards, ethos)
10. Transparency and legitimacy of government
11. Innovative management systems
12. Performance, performance regimes and effective reporting or outcomes to the community

Background papers presented to this symposium (surveys of existing research and literatures in sub-fields of public administration) were published in *The Australian Journal of Public Administration* (Vol 63.1, March 2005). The future research agenda was deliberately extensive, flexible and with a capacity to take on new projects and work across a range of important topics. Essentially ANZSOG positioned itself to invite input from researchers and practitioners to collaborate across this range of topics. There were no resources allocated to these topics, and no budget initially allocated to research beyond a handful of new academic appointments most of whom were engaged in the teaching programs.

A revised research strategy which narrowed down the main priorities was produced by ANZSOG's Research Committee and presented to the Board in late 2006 – setting out arguments for a more distinctive approach and the adoption of a demand-driven model. It clustered ANZSOG's research priorities into three domains –

- *Engagement and Governance* – this will focus on innovative governance; the drivers of innovation; the shaping of agendas; and new and emerging fundamental challenges for government. It will also address questions of governance including ethics, trust and legitimacy in governance;
- *Performing Better* – this includes capacity building by studying strategic centre capability, advisory systems capability, workforce development and leadership. It also will focus on delivery and, in this context, consider outcome driven governance, managing implementation and monitoring results
- *Working Across Boundaries* - this concerns public/private collaboration; international collaboration; intergovernmental collaboration; and making collaboration work

The revised strategy also involved ANZSOG beginning to identify a small number of 'flagship projects' that would help brand ANZSOG's research profile and perhaps warrant some initial funding from the School.

To assist with appreciating the history and scope of ANZSOG activities to date, a series of background attachments are included at the end of this document. Appendix 1 contains more detail on these three core domains and flagship projects. Appendix 2 provides a complete list of Research Committee memberships from 2004 to 2017. Appendix 3 lists the most recent ANZSOG Research Funding Assessment Criteria adopted by the Research Committee, and Appendix 4 provides a list of research projects funded by ANZSOG from 2007 to 2017).

A major review of ANZSOG's research was conducted in 2007 by an independent Research Reference Group. The group conducted an extensive evaluation and consultation exercise focusing on stakeholder relations and research management. Led by Meredith Edwards and Andrew Podger, the review produced background issues papers, consulted with jurisdictions and held invited workshops with public servants and meetings with senior officials across the jurisdictions. Their report titled *Enhancing ANZSOG's Contribution to better Government: Future Research Directions* was presented to the Board in October 2007.

The 2007 review noted many difficulties in relationship building around research and balancing both supply and demand for research outputs. It found that ANZSOG jurisdictions desired relevant and applicable research outputs across a wide range of topic areas. Jurisdictions were specifically asked to indicate priority research interests and many provided long lists of topics which extended rather than focused the research agendas. These topics included: aspects of *service delivery, the roles and effectiveness of central agencies; workforce planning and development; industrial relation;, collaboration with citizens and NGOs; deliberative engagement; government legitimacy and decline of trust; performance management and measurement frameworks; performance and compliance; whole of government management; better policy processes; learning from management practices in the private sector; public service integrity and ethics issues; accountability issues; promoting knowledge transfer across government; and dealing with wicked problems!* When jurisdictions were asked for priority

topics they responded with ample suggestions, but far too many for the research capacities of ANZSOG itself.

The report acknowledged that new research of relevance to practitioners had been produced by ANZSOG, and that there was wide agreement that ANZSOG's topics were appropriate, but that directly applicable research was often preferred by practitioners. The review suggested that, despite the long list of topics suggested by jurisdictions, research should focus on *fewer topics* and that ANZSOG should aim for a *more distinctive* research strategy and with better dissemination and knowledge management strategies. The report also indicated that stakeholders felt that ANZSOG had an overly narrow approach to public administration in our research activities, and that we had insufficient engagement with 'closely related disciplines such as economics, law and management'.

It should be noted that many of the topics and issues identified in these initial research agenda-setting exercises was subsequently addressed by researchers/practitioners across the ANZSOG network through books, monographs, articles, occasional papers, reports, roundtables, workshops etc. It was estimated that well over half of the research on public administration/public management research/governance had been contributed by ANZSOG scholars and research active practitioners in ANZSOG's first ten years of existence. Some of the most important debates within public administration had been initiated by or between ANZSOG scholars/practitioners (e.g. Podger-Shergold on departmental heads as frank and fearless advisers; Moore, Rhodes, Wanna, Alford and O'Flynn on public value). It was not uncommon for other scholars in this area to venture the view that almost all of the current literature in Australia and New Zealand is produced by ANZSOG-related staff.

ANZSOG also invested in key branded research outlets. The first was a series of dedicated scholarly research books (published by the University of NSW Press) on relevant research topics commissioned from 2004+. UNSW Press published a 10 book series presenting ANZSOG research titles, which were largely aimed at a commercial readership. Some of these titles were very successful (in sales and public media attention) such as Anne Tiernan's work on political minders, Pat Weller's history of the Australian Cabinet, John Uhr on terms of trust, John Wanna et al. on the changing profiles/leadership styles of Australian premiers, and George Argyrous on evidence based policy.

Second, ANU Press agreed to publish ANZSOG-produced research monographs (free to download on demand) that included new research topics, issue assessments, trends in public management, conference proceedings, and useful manuals for practitioners. Edited by John Wanna, these monographs produced in conjunction with ANU Press address a diverse range of topics on public policy and administration, from both practical and theoretical perspectives. Many of these titles have been hugely successful and by 2016 the series had been downloaded over 2 million times, from approximately 45 titles. It is not uncommon for the ANZSOG series to achieve over 200,000 downloads per annum.

Third, ANZSOG invested heavily in a state-of-the-art teaching case program, designing and commissioning teaching cased from experienced researchers and writers, often with the collaboration of government partner organisations. Almost 200 teaching cases have now been produced. Today, a small team of case writers and editors based in Melbourne and Wellington, led by Michael Di Francesco, maintain this regularly updated collection of public sector-focused

teaching cases. These are intended for use in ANZSOG programs, but are also a free resource for academics and practitioners working for ANZSOG member governments and universities. ANZSOG grant holders are encouraged to produce teaching cases as part of their research projects.

Fourth, from 2005 ANZSOG ran an annual national research conference on highly relevant topics of concern for our member governments. These were regularly evaluated for relevance/topicality and continued until 2015, and in terms of further dissemination produced around nine titles published by ANU Press over this period (e.g. *Managing Under Austerity, Delivering Under Pressure* (2016)). Each conference has showcased a blend of research and practitioner insights, and produced audio-visual material accessible to our stakeholders. Conferences featured prominent international thinkers, public sector CEOs, and government ministers. These national conferences were supplemented by research workshops, lunchtime seminars, roundtables, and symposia. ANZSOG regularly plays the part of 'honest broker' and hosts various policy-related roundtables for practitioners from multiple jurisdictions, plus leading academics in the relevant fields. In these ANZSOG often partnered with collaborating organisations or hosted events commissioned by organisations in member governments (eg VSSA/VPSC, Dept Finance, PM&C) or with related public sector bodies (eg, IPAA, AES, consultants and think tanks). ANZSOG's Research Secretariat has also organised targeted seminars to disseminate ANZSOG-funded research to practitioners who would find it relevant in their work, as well as academics working in relevant areas. Practitioners have expressed how useful it is to have a neutral space for discussion of contentious issues (e.g. education, data sharing, the role of the community sector). ANZSOG prepares themed synthesis reports for each roundtable, summarising the discussion for attendees to help move the issues forward.

Fifth, ANZSOG established a series of dedicated occasional papers and research reports (eg, with the Victorian SSA, QLD Privacy Commission, and some general research papers published on-line). ANZSOG also peer reviews and publishes significant reports from the field through its own website (e.g. Gary Sturgess's 2014 report on contestability and Wilkins et al.'s 2015 report on lessons for collaboration from watchdog reports).

Sixth, a new academic/practitioner e-journal (edited by Dr George Argyrous) was established in 2009 to publish and commission accessible articles on evidence based policy evaluations. The *Evidence Base* journal commissions up to four 8,000-12,000 word policy reviews each year assessing the use (or abuse) of evidence in relation to a contentious policy area. Proposals are assessed by an Editorial Board of practitioners, and completed issues are peer-reviewed by academics and practitioners. Authors are paid $10,000 linked to completion of progress reports and drafts.

Seventh, ANZSOG has augmented its policy evaluation capacities by funding an Evidence and Evaluation Hub, which employing state-of-the-art evaluation methodologies and techniques, conducts evaluations of ongoing policy/program areas. A small team of evaluators led by Prof Patricia Rogers has undertaken a large number of evaluations, and established a web-site with details of their methodological approaches.

ANZSOG as an organisation also joined in other research projects as a partner collaborator (e.g. Jocelyne Bourgon's *New Synthesis Project*, research projects with the VSSA, APSC, local government research centre, federalism centre, evidence-based projects for the journal *Evidence Base*, and other policy roundtables). ANZSOG also collaborated with Telstra in research activities, and ran a series of OECD Dialogues with the OECD which the latter funded and provided relevant expertise/presenters.

Finally, in addition to teaching and grant-funded research, ANZSOG academics undertake personal research funded as part of their statement of expectations in their host universities and paid for through their own salaries. They regularly publish in journals, provide expert commentary, and present at conferences. Some have made submissions to various ongoing policy or institutional reviews by governments or parliaments (eg PGPA Act and subsequent review, the JCPAA review of the Auditor-General's powers to enable 'follow the money audits'). ANZSOG academics may be contracted by government agencies to provide specific pieces of research or advice. Recent examples include work with the National Disability Insurance Agency and the NSW Prison Service.

These various research outputs are shown diagrammatically in Figure 1 below.

Research Funding Strategies to Date

From 2009-10 ANZSOG began to fund small projects (generally with seed funding) to initiate research on topics of interest (initially just two projects were funded with one being practical and one focusing on an emerging issue). But it was not clear that the future research agendas or the three flagship domains drove this *ad hoc* process, nor that researchers organised their bids around ANZSOG's agendas. Instead submissions were called for from a small group with known ANZSOG connections and a number of projects were given amounts of money – up to $100,000 per application (from an annual research budget of around $170,000 to $250,000). The initial round of seed funding left it up to applicants to determine their topics, frame their projects and claim some ANZSOG connection. The initial funding process was essentially *ad hoc* and was left largely up to the committee in terms of what was considered of importance to ANZSOG and worthy of support.

In response to criticisms of the funding scheme raised at the June 2011 Research Committee meeting, extensive changes were made to the funding management process with the aim of increasing the rigour of ANZSOG's Research Program (see paper 2011.3.13 for discussion of these changes). Notably a series of criteria were devised to better inform funding decisions. These criteria were continually amended between 2011 and 2016 and included:

- Collaborative governance
- Cross-jurisdictional policy-making
- Leadership, including digital leadership and disruptive technologies
- Service delivery and 'public value' management
- Productivity in the public sector
- Issues of interface between sectors, e.g. commissioning and outsourcing
- Innovation and program redesign – doing things smarter
- Implementation and implementation design
- 'Success' case stories, lessons from successful cases or agencies
- Social impact bonds

The topics of the seed-funded projects included: strategic policy at the centre of government, succession management, the functions of ministerial chiefs of staff, COAG's reform agenda, political awareness of leaders, the use of visualisation techniques in policy design and monitoring, etc. Some of these projects proved to be unsatisfactory in their conception and execution and attracted some criticism from within the ANZSOG network and some stakeholders, and there was a perception that 'insiders' were rewarded with funds without really adding to ANZSOG's credibility in research.

Anxious to trace the impact of ANZSOG's research program, the organisation attempted to 'back audit' its research efforts in 2010 against the 12 topics announced in 2004-05. This was a difficult process as it was not clear who counted as ANZSOG for the purposes of the audit (many players came and went over the years) and many products could be counted as ANZSOG outputs. Thus, audit became a long list of everything anyone associated with the ANZSOG network could feasibly claim to have produced. The audit did not gauge actual impacts, although this topic was regularly canvassed.

Recent Developments in Research Activities

In 2014 ANZSOG's website stated:

> The purpose of ANZSOG's research is to address key contemporary issues in public administration, policy development and management where information is lacking. ANZSOG's distinctive approach draws on the strengths of its network of scholars, practitioners and member governments in Australia and New Zealand, favouring collaborative and comparative research that can be of practical assistance to governments and the communities they serve.

Our Aims

ANZSOG's research seeks to:

- inform debate and promote understanding on key issues in government;

- support the development of best practice throughout the public sector;

- enhance the knowledge and capability of public managers and leaders.

Our Approach

ANZSOG's research program benefits governments in three inter-related ways:

- by identifying the priority issues and disseminating research findings on these directly to member governments and the community, through publications that are made widely available;

- by providing a 'safe space' for frank discussion among public officials and academics, informed by objective evidence and analysis;

- by feeding research findings into core teaching programs and short courses for public sector managers.

More recently ANZSOG has undertaken a dedicated outreach to ANZSOG university partners, led by the Associate Dean (Academic) Catherine Althaus, to help identify their needs and interests with respect to their affiliation with ANZSOG, through the . This outreach identified that University partners are keen for ANZSOG to assist them with the following:

(a) international research collaborations;

(b) rapid research network models that might assist universities with achieving improvements in Category 2-4 funding incentives now offered by the Federal Government;

(c) openness to possibilities to assist Universities meet incentives offered by the Federal Government with respect to PhD completions; and

(d) methodologies and coordinated action with respect to how to assess and demonstrate impact with respect to research as well as University activities more generally.

The School's third Dean and CEO Ken Smith has secured a commitment from the ANZSOG Board to approve an upgrading of research funding from $250K to $750K with a matched funding approach which will see a total annual research allocation of $1.5M to be offered through ANZSOG. The Board also has approved the appointment of two new ANZSOG Chairs, one in New Zealand and one in Western Australia.

This significant increases in research funding and senior scholarly appointments to boost the ANZSOG network offers tangible possibilities to heighten University interest in ANZSOG research activities.

Diagrammatic Overview of the Research Program

ANZSOG has always been conscious that there were many interconnected components to its research endeavours. These research-related activities were shown in the figure below.

Figure 1: ANZSOG Research and Research-related Activities
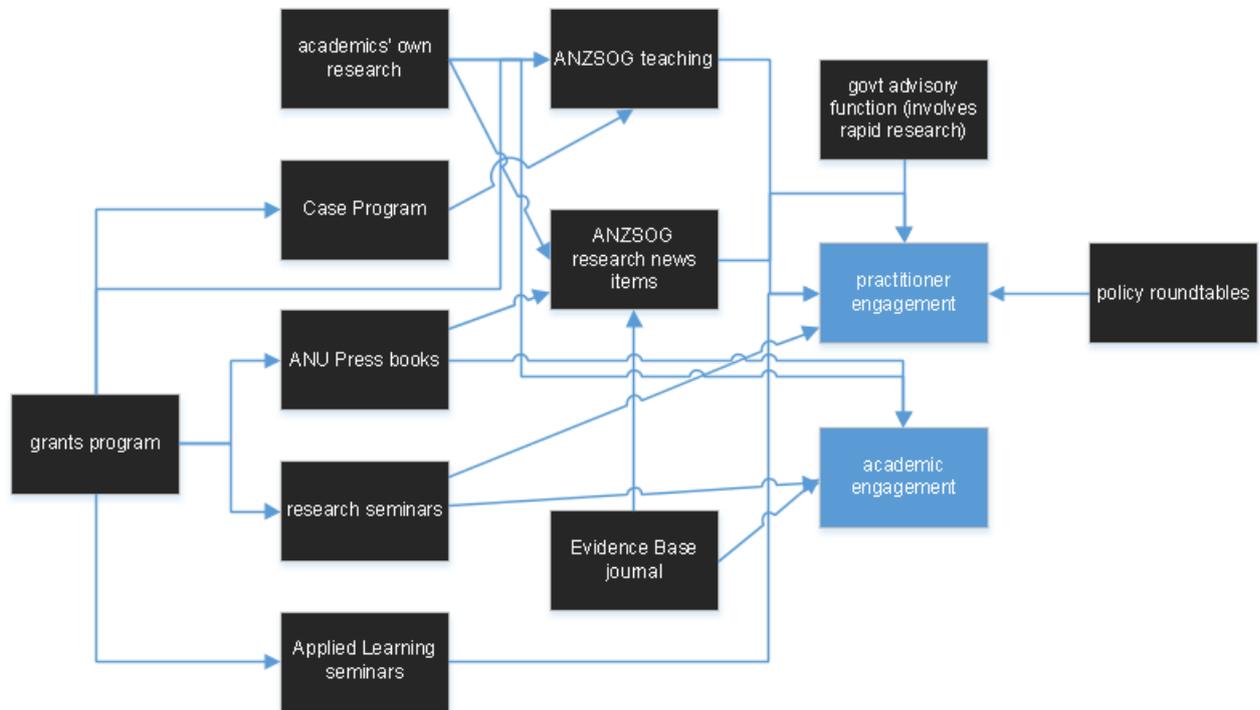
Appendix 1

ANZSOG Research Strategy 2007-2011

ANZSOG's future research agendas focus on governance, policy, public management, leadership, public administration and program administration and implementation. The following three domains of research priority listed the main areas of interest linking improved government capacities and engagement to improved outcomes and better coordination.

1. Engagement and Governance

    1.1. Innovative Governance

        o *Innovation drivers – What triggers and pressures stimulate innovation in public services? What metrics and benchmarks can be used to assess innovative capacity and performance? How do innovation systems for public services and government differ from commercial, primarily market-driven systems? How are major innovations managed?*

        o *Agenda shaping – Research on new approaches, new paradigms, that can influence the formulation of the policy and management agendas: to be ahead of the game as well as responding to it. How does the centre (and/or policy departments) scan and identify emerging, longer term or cross-cutting issues? How are such issues evaluated? How is lock-in avoided and innovation fostered? How are relevant stakeholders alerted and engaged? How is the agenda set for federal or multilevel government e.g. COAG?*

        o *New and emerging fundamental challenges – Democratic countries face many future challenges to good governance ranging from security issues to community engagement. How do we anticipate these challenges and prepare to meet them? How are other nations facing up to similar challenges and what can we learn from these experiences?*

    1.2. Legitimate Governance

        o *Ethics, trust and legitimacy in governance – How do we maintain the integrity of the public service and public sector? How do we ensure that governance is ethical and legitimate? How do the ethical beliefs of public servants assist in the task of policy-making and policy managing? How does trust relate to good governance and to the professionalism of the public service? What are the future challenges to legitimacy and how can we best manage them?*

2. Performing Better

    2.1. Capacity Building

        o *Strategic centre capability – How do we build and assess the strategic capabilities at the centre of government? How do Australia and New Zealand compare with other*

countries – in terms of functions, structures and capacities? What are the key capabilities for the centre of government, new and old? What are the perceived deficiencies and strengths in different systems?

o *Advisory systems capability* – *How do we build, maintain and evaluate advisory systems to government? How do we anticipate on-going and future advisory needs and types of advice? How do we improve the interaction between senior officials and ministerial staff? How is policy advice and capability changing?*

o *Workforce development* – *How do public services maintain the supply of quality staff in the future? What is the role of workforce planning and what constitutes best practice? How is workforce flexibility to be achieved? What is the role of job design/redesign? What are the industrial relations challenges? What factors optimise severance and retention factors? What is the role of succession planning and what constitutes best practice?*

o *Leadership* – *How can we better understand leadership within a public sector context? How can we actively develop leadership skills and capacities in the public sector? What are the pros and cons of the various approaches to leadership?*

2.2. Delivering Outcomes

o *Outcome-driven governance* – *How are different agencies, sectors and governments adapting to outcomes and outputs measures as targets and sources of accountability over time? What frameworks for information collection, management and review are needed to make outcome and output measures effective in influencing institutional behaviour? What is implied for the role of research, the management of data and evaluation in policy and implementation processes? How can we report effectively to the community on outcomes? What is the role of consumers? And competition?*

o *Managing implementation and monitoring results* – *How can we improve policy implementation? How do we decide and manage implementation strategies – combining vertical and horizontal delivery forms, relying on individual agency and cross-agency or whole of government collaboration? How do we use project management and risk management to assist with implementation? Projects focusing on the use of management to enhance service delivery. What are the industrial relations challenges? What evaluation is to be done? What monitoring and evaluation is needed for multilevel government activities e.g. COAG? Public value and strategic approaches to the delivery of services. What is the role of third party providers? What is the relationship of governments at different levels in service delivery? How does e-government assist with service delivery? What organisational changes are needed in response? How is performance and governance to be improved across the wider public sector?*

3. Working Across Boundaries

3.1 Collaboration

o *Public/private collaboration – How do we improve cooperation between public sector, NGOs and other third-party delivery agents? What are the governance issues in such collaboration? What are the benefits and costs; and advantages and disadvantages of delivering programs through the private sector? How is good governance to be achieved in NGOs, especially when working with governments?*

o *International collaboration – ANZSOG and the individuals within it, have very strong international links that can be used for research collaboration, including comparative work. Research on governance issues in related Westminster systems or in the immediate Asia-Pacific sphere of interest is envisaged.*

o *Intergovernmental collaboration – How is intergovernmental collaboration whether horizontal or vertical to be optimised. Can governments shape networks? Is it possible to undertake systems analysis of the complex sets of relationships needed to implement a successful whole of government project?*

o *Inter-organisational collaboration – Increasingly, the delivery of services requires the crossing of historical jurisdictional boundaries, both within and between the Australian and New Zealand governments and between Australia and New Zealand. What capabilities and leadership are needed to manage complex governance frameworks?*

o *Making collaboration work – Why do some intra/intergovernmental as well as government/partner relations turn adversarial, competitive, stalemated, control-dominated, defensive whereas others become productive/synergistic/collaborative?*

Appendix 2

Research Committee membership 2004-2017

Year	Name	Institution
2004	**Chair:** Prof Ian Chubb	ANU
	Peter Allen	VIC DHS
	Dr Col Gellatly	NSW DPC
	Prof Allan Fels	ANZSOG
	Dr Andrew Ladley	VUW
	Andrew Podger	PM&C
	Prof Pat Weller	Griffith Uni
	Prof Brian Galligan	Melbourne Uni
	Prof John Wanna	ANZSOG/ANU
	Prof Owen Hughes	Monash Uni
2005	**Chair:** Prof Ian Chubb	ANU
	Peter Allen	VIC DHS
	Dr Col Gellatly	NSW DPC
	Prof Allan Fels	ANZSOG
	Prof Jonathan Boston	VUW
	Andrew Podger	PM&C
	Prof Pat Weller	Griffith Uni
	Prof Brian Galligan	Melbourne Uni
	Prof John Wanna	ANZSOG/ANU
	Prof Owen Hughes	Monash Uni
	Lynelle Briggs	APSC
	Prof Ian Marsh	Sydney Uni
2006	**Chair:** Prof Ken Henry	CTH Treasury
	Peter Allen	VIC DHS
	Prof Allan Fels	ANZSOG
	Dr Col Gellatly	NSW DPC
	Prof Owen Hughes	Monash Uni
	Prof John Wanna	ANZSOG/ANU
	Mike James	NZ Treasury
2007	**Chair:** Prof Ken Henry	CTH Treasury
	Peter Allen	VIC DHS
	Prof Allan Fels	ANZSOG
	Dr Col Gellatly	NSW DPC
	Prof Owen Hughes	Monash Uni
	Prof John Wanna	ANZSOG/ANU
	Mike James	NZ Treasury
2008	**Chair:** Prof Ken Henry	CTH Treasury
	Peter Allen	VIC DHS
	Prof Allan Fels	ANZSOG
	Dr Col Gellatly	NSW DPC
	Prof Owen Hughes	Monash Uni
	Prof John Wanna	ANZSOG/ANU
	Mike James	NZ Treasury
2009	**Chair:** Prof Ken Henry	CTH Treasury

	Peter Allen	VIC DHS
	Prof Allan Fels	ANZSOG
	Prof Owen Hughes	Monash Uni
	Prof John Wanna	ANZSOG/ANU
	Mike James	NZ Treasury
2010	**Chair:** Prof Ken Henry	CTH Treasury
	Peter Allen	ANZSOG
	Prof Allan Fels	ANZSOG
	Prof Owen Hughes	Monash Uni
	Prof John Wanna	ANZSOG/ANU
	Dr Ian Winter	AHURI
	Helene Quilter	NZ SSC
2011	**Chair:** Dr Martin Parkinson	CTH Treasury
	Peter Allen	ANZSOG
	Prof Allan Fels	ANZSOG
	Prof John Wanna	ANZSOG/ANU
	Dr Ian Winter	AHURI
	Ryan Orange	NZ SSC
	Prof Jonathan Boston	VUW
	Dr Lynne Williams	VIC DPC
2012	**Chair:** Dr Martin Parkinson	CTH Treasury
	Peter Allen	ANZSOG
	Prof Allan Fels	ANZSOG
	Dr Lynne Williams	VIC DPC
	Ryan Orange	NZ SSC
	Michael Coutts-Trotter	NSW Finance and Services
	Prof John Wanna	ANZSOG/ANU
	Dr Ian Winter	AHURI
	Prof Jonathan Boston	VUW
2013	There were no meetings in 2013	
2014	**Chair:** Prof Gary Banks	ANZSOG
	Dr David Gruen	CTH Treasury
	Prof John Wanna	ANZSOG/ANU
	Dr Ian Winter	AHURI
	Prof Jonathan Boston	VUW
	Ryan Orange	NZ SSC
	Michael Coutts-Trotter	NSW FACS
	Dr George Argyrous	ANZSOG
	Peter Allen	ANZSOG
2015	**Chair:** Prof Gary Banks	ANZSOG
	Dr David Gruen	CTH Treasury
	Prof John Wanna	ANZSOG/ANU
	Dr Ian Winter	AHURI
	Dr Karl Lofgren	VUW
	Dr George Argyrous	ANZSOG
	Prof Anne Tiernan	Griffith
	Karen Sewell	NZ independent
	Michael Coutts-Trotter	NSW FACS
	Ryan Orange	NZ SSC
2016	**Chair:** Prof Gary Banks	ANZSOG

	Dr George Argyrous	ANZSOG
	Dr Ian Winter	AHURI
	Michael Coutts-Trotter	NSW FACS
	Prof Anne Tiernan	Griffith
	Prof John Wanna	ANZSOG/ANU
	Andrew Burns	NZ SSC
	Karen Sewell	NZ independent
	Dr Karl Lofgren	VUW
2017	**Chair:** Prof Glyn Davis	Melbourne Uni
	Prof Ken Smith	ANZSOG
	Penelope McKay	VIC DPC
	Dr Karl Lofgren	VUW
	Dr George Argyrous	ANZSOG
	Andrew Burns	NZ SSC
	Prof John Wanna	ANZSOG/ANU
	Dr Jenny Gordon	Productivity Commission
	Michael Coutts-Trotter	NSW FACS
	Karen Sewell	NZ independent

ANZSOG 2017 Research Funding Assessment Criteria

Assessment criteria for 2017 funding applications (from 2017 Funding Rules provided to applicants)

5. Selection Criteria

Proposals for ANZSOG Research Funding Support must meet all four mandatory requirements in order to be considered. Proposals that meet these requirements will then be assessed by the ANZSOG Research Committee using the indicated weightings for both the mandatory and additional considerations set out below.

Proposals for ANZSOG Research Funding Support that satisfy criteria 5, 6 and 7 will be attributed the 5% allocated for each of these criteria.

Please see section 6.3 for topics solicited in the current funding round.

Four mandatory requirements

1) <u>Investigator</u>: the Project is led by an academic who:

    a. is closely involved in at least one ANZSOG activity, or

    b. demonstrates a strong record of high-quality research in the fields of public administration, public management or public policy. (**10%**)

2) <u>Teaching resource</u>: the Project is designed as a resource for, or is likely to inform, future ANZSOG teaching or applied learning/knowledge activities. (**30%**)

3) <u>Academic contribution</u>: the Project fills a gap in existing research-based knowledge of an aspect of public administration, public management or public policy, perceived as important by more than one ANZSOG Government Partner. (**35%**)

4) <u>Publication outputs</u>: the Project will commit to produce, at a minimum:

    a. one paper admitted to an academic journal, particularly the *Australian Journal of Public Administration,* the *Australian Journal of Political Science*, *Public Administration*, the *Public Administration Review* and the *International Journal of Public Administration*, or

    b. one submission to the ANZSOG/ANU Press Monograph Series (subject to approval by the editors), or

    c. one paper submitted to ANZSOG's general publication series (subject to approval by the ANZSOG Research Secretariat and peer reviewers). (**10%**)

Additional considerations

5) <u>Collaboration</u>: the Project involves interjurisdictional, especially Trans-Tasman, collaboration with researchers from more than one ANZSOG University Partner. (**5%**)

6) <u>Government support</u>: the Project involves an ANZSOG Government Partner contributing funding or in-kind support. (**5%**)

7) <u>Initial outputs</u>: the Project will produce Initial Outputs (within 6-8 months of the grant's start date), regardless of the estimated Project Length. (**5%**)

6. Funding

6.1 Level of Funding

6.1.1   <u>Maximum</u>: There is no maximum level of ANZSOG Research Funding Support.

6.1.2   <u>Minimum</u>: There is no minimum level of ANZSOG Research Funding Support.

6.1.3   <u>Preference</u>: ANZSOG will give strong preference to Proposals for amounts of up to $50,000.

6.1.4   <u>GST</u>: All amounts referred to in the Funding Rules are to be read exclusive of GST (if any) unless expressly stated otherwise.

6.1.5   <u>Currency</u>: All monetary amounts in the Funding Rules are expressed in Australian Dollars unless stated otherwise.

6.2 Period of Funding

6.2.1   <u>Period of Funding</u>: Projects may be funded for periods up to 18 months, subject to sufficient ANZSOG research funds and satisfactory progress of the Project. However, ANZSOG will give preference to Projects of up to 12 months' duration.

6.3 Types of Research for which Funding is Available

6.3.1   <u>Research Topics and Types</u>: In the 2015 funding round, ANZSOG's Research Committee will support research focusing on the following topics and methodologies:

- **Collaborative governance and interface between sectors:** This includes commissioning, co-production, outsourcing, NGO partnerships etc., including between the public, private and 'third' sectors.

- **Research-level case studies:** Case studies that assist with learning from experience in cross-jurisdictional policymaking. These could be either success stories or cautionary tales, as long as they serve to generate wider principles that can be of use to ANZSOG's member governments.

- **Digital leadership and disruptive technology:**
  o Impacts on service delivery (including promising developments and improvements in customer/client experience)
  o Impacts on regulatory performance
  o Opportunities to enhance competition and consumer choice
  o Workforce development for digital leadership

6.3.2   <u>Evidence Base journal</u>: Applicants should give consideration to whether their research topic would lend itself to a review for ANZSOG's peer-reviewed journal *Evidence Base*, which publishes systematic reviews of <u>empirical</u> evidence on specific policy areas. For this purpose, an amount of up to $10,000 would be paid in addition to the ANZSOG Research Funding Support awarded.

The Research Committee will give preference to applications including an *Evidence Base* review in their research plan.

See journal.anzsog.edu.au for more information.

6.3.3   Supported Costs: ANZSOG Research Funding Support may cover the following types of expenses, provided that they are reasonably incurred in the course of the Project:

Personnel
- Salaries for researchers, research associates and laboratory attendants.
  - o NB supporting evidence must be provided of hourly or yearly salaried rate of each individual, as well as calculations of estimated hours to be spent on specific research tasks

Equipment
- Cost of accessing/using any equipment necessary to successful completion of research (including associated acts)

Publication
- Cost of publishing or otherwise communicating Project Outputs, and
- Cost of printing materials in the course of research

Travel
- Travel Costs for researchers (for both domestic and international travel) to:
  - o facilitate collaboration between Project researchers
  - o foster and strengthen collaboration with researchers and practitioners in other ANZSOG Jurisdictions and countries
  - o attend and present Project findings at conferences.

Fieldwork
- Cost of organising workshops, interviews and other observations necessary to derive findings for the Project.

6.3.4   Incidental Costs: ANZSOG Research Funding Support may cover all incidental costs, provided that they are reasonably incurred in the course of the Project expenses noted above.

6.3.5   University overhead/infrastructure charges: ANZSOG has a specific policy to disallow university infrastructure and overhead charges on its grants. These charges are not covered by ANZSOG Research Funding Support.

7.   Eligibility

7.1.1   All researchers are open to apply for ANZSOG Research Funding Support, provided that the team's **leader**:

- is closely involved in at least one ANZSOG Activity, or

- demonstrates a strong record of high-quality research in the fields of public administration, public management or public policy.

7.1.2   Researchers need not be citizens or permanent residents of Australia or New Zealand in order to be eligible for ANZSOG Research Funding Support.

Appendix 4

ANZSOG research projects 2007-2017 (* = those that produced substantial outputs)

Research Project	Academic/s	Funding allocated	Date of allocation
Shaping the Strategic Centre	Richard Norman Tom Bentley Joanne Kelly	100,000 (MAC funding)	Mar-2007
Managing Workforce Development in the Public Service	Charmine Hartel Owen Hughes Deirdre O'Neill	100,000 (MAC funding)	Mar-2007
The effect of COAG's National Reform Agenda on Central Agencies *	John Phillimore Jeffrey Harwood	100,000	Jul-2008
Prime Ministerial Chiefs of Staff *	Anne Tiernan	21,000	Feb-09
Leading with political astuteness *	Jean Hartley John Alford Owen Hughes Sophie Yates	89,000	Aug-2009
Evaluating Ministerial Support Systems *	Anne Tiernan Rod Rhodes	142,800	Jul-11
Cross-Jurisdictional Study of Policy Capability in ANZ	Mark Evans Claudia Scott	53,000	Jul-11
Grappling with Complex Policy Challenges: Exploring the Potential of Modelling/Visualisation Techniques for Analysis, Advising & Engagement *	Evert Lindquist	30,000	Jul-11
Does failure facilitate success in health care reform? Lessons from 40 years of health care reform in Australia *?	Adrian Kay	49,768	Dec-11
Diagnosing readiness: Testing organisational capabilities *?	Janine O'Flynn Deborah Blackman	15,150	Dec-11
Australian intergovernmental relations and women's policy: Towards a coordinated approach	Louise Chappell Deborah Brennan Kim Rubenstein	15,000	Dec-11
From compliance to empowerment: Concepts, issues and practice in flexible government budgeting *	John Alford Michael Di Francesco John Wanna	45,760	Dec-11
A theoretical exploration of government and people: Behaviour, dynamics and limits	Mark Prebble	30,000	Oct-10
Competencies for Effective Public Sector Reform	Janine O'Flynn Deborah Blackman	52,282	Dec-12
Government as a 'social machine' *?	Mike Vitale Anni Rowland-Campbell Peter Thompson	22,000	Dec-12
Performance Federalism in Australia	Geert Bouckaert Stephen Jones	70,326	Dec-12
Indigenous Leadership and the Role and Contribution of Indigenous Public Servants in NZ, Aus and Canada *	Catherine Althaus Bill Ryan Ciaran O'Faircheallaigh	40,128	Dec-12
Innovation, transfer and cross jurisdictional policy development in the road transport sector: From Australia to Sweden	Chris Walker	56,409	Jul-2015

Into Uncharted Waters: Governing Big and Open data across government/third sector boundaries	Ian McLoughlin Sally Davenport James Cornford Fang Cooke	61,025	Jul-2015
Remembering how to lead: Building institutional memory of 'leadership learnings' in collaborative governance environments	Dennis Grube Jack Corbett Heather Lovell Rodney Scott	64,842	Jul-2015
Working across sector boundaries for public purposes *	John Butcher David Gilchrist John Wanna	65,000	Jul-2016
Collaborative governance under the National Disability Insurance Scheme: A social network approach to mapping and analysing emerging innovation *?	Gemma Carey Helen Dickinson Shelley Mallett	27,150	Jul-2016
Where next for public management? Lead and lag indications from public sector practice in New Zealand and Australia	Karl Lofgren Michael Macaulay John Alford Michael Di Francesco	40,047	Jul-2016
Building trust, driving innovation: Exploring 'collaborative commissioning' in three cross-sectoral partnerships	Shelley Mallett Danielle Thornton David Bryant	34,914	Jul-2016
Cross sector collaboration in co-design and co-production -– what supports meaningful and inclusive participation?	Patricia Rogers Kaye Stevens	49,940	Jul-2016
Robots and the delivery of care services: What is the role for government in stewarding disruptive innovations?	Helen Dickinson Nicole Carey Catherine Smith Gemma Carey	26,250	Aug-2017
Behavioural Insights in the Australian Public Sector	Brian Head Stephen Jones	43,540	Aug-2017
Public sector innovation labs in Australia and New Zealand	Jenny Lewis Emma Blomkamp Michael McGann	47,865	Aug-2017
Devolved governance and collaboration in the Australian health system: Is it working?	John Phillimore Vijaya Ramamurthy	49,899	Aug-2017
The Role of Middle Managers in Progressing Gender Equity in the Public Sector	Sue Williamson Rae Cooper Linda Colley Marian Baird Michael O'Donnell Deborah Blackman Meraiah Foley	60,000	Aug-2017