ANZSOG works for our government owners and with our university partners to lift the quality of public sector leadership across Australia and New Zealand. Our work inspires and connects people across agencies, sectors, jurisdictions and nations.

We acknowledge the Aboriginal and Torres Strait Islander peoples as First Peoples of Australia, and Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa-New Zealand.
“The EMPA’s diverse subjects have helped build confidence in my expertise and enabled me to become more secure in the messages and the policy we’re delivering. I feel much more capable of voicing my opinions and to challenge those who are critical.”

Bridie O’Donnell – current student and Head, Office for Women in Sport & Recreation
ANZSOG’s Executive Master of Public Administration (EMPA) degree produces confident, critical thinking public sector leaders with the skills required to manage complex challenges, take the next step in their careers and deliver value to the communities they serve.

Since 2003, more than 70 EMPA students have gone on to hold roles as CEO or Secretary after completing the program.

In a time of volatility, uncertainty, complexity and ambiguity, it’s more important than ever for you to understand the forces impacting public administration and public policy, and how you as an ambitious and emerging leader can best address them.

Tailored to fit around the lives of busy public servants, the EMPA explores the core principles of public sector management, including public value and systems thinking, in an inspiring blended learning environment. It will help you develop the strategic leadership capabilities you need to contribute at the highest levels of the public sector.

You will build an invaluable toolkit encompassing strategic thinking, public policy design, evidence-based decision-making, change management and more.

The EMPA provides you with an invaluable opportunity to network with like-minded public sector leaders from across Australia and New Zealand, while learning from leading global academics and senior government practitioners.
Information for managers and sponsoring agencies

Owned by and working for the governments of Australia and New Zealand, ANZSOG creates and delivers education programs tailored to meet the needs of public sector leaders who face distinct challenges. Our programs are designed with significant government input, for government, and led by renowned academics and respected practitioners.

Who should I nominate?
Students must be nominated by their agency. Nominate a person with management experience and at least five years of relevant work experience. Applicants should be recognised as high potential future leaders, exhibiting a strong commitment to public service. Applicants should meet the master’s degree entry requirements of partner universities, which typically require previous completion of an undergraduate degree. Applications for the EMPA are encouraged from Aboriginal and Torres Strait Islander peoples and Maori, and from people with disabilities and culturally and linguistically diverse backgrounds.

If you work for the governments of Western Australia, New South Wales or Victoria, please contact your department or agency’s Human Resources or Learning and Development team about your application or expression of interest.

If you work for the Northern Territory government, please contact the Office of the Commissioner for Public Employment at swpd.ocpe@nt.gov.au; about your application or expression of interest.

If you work for the New Zealand government, please contact Kate Wakelin at the Leadership Development Centre at kate.wakelin@ldc.govt.nz; about your application or expression of interest.

If you work for the Queensland government, your Public Sector Commission has a limited number of scholarships available for the program. If you would like to be considered for a scholarship via your jurisdiction’s Public Sector Commission, we encourage you to contact them for further information including dates for application submission. Public Sector Commissions often have earlier closing dates for EMPA applications.

Students are also able to seek sponsorship from their own agency.

What investment is required?
The sponsoring government or agency covers program costs, which includes tuition fees, program materials, travel, accommodation and most meals. EMPA 2021 program fees have not yet been finalised, they are subject to an annual increase. As an indication for planning purposes, the cost of the 2020 program was $45,000 AUD or $48,500 NZD. The price for 2021 will be communicated in the near future.

What are the benefits for my organisation?
Students will have opportunities to apply new knowledge and insights to their workplace and are encouraged to share their knowledge with others. We encourage sponsoring managers to facilitate such opportunities for students to ‘give back’ and add further value as a result of their studies.

For more information, contact +61 3 8344 1990 or email: programs_team@anzsog.edu.au

---

Dan Craig – current student and Manager, Kindergarten Reform Implementation
Who is the EMPA for?

The EMPA degree is designed to meet the needs of ambitious and emerging public sector leaders operating at the state, territory or national level in Australia or at the local or national level in New Zealand. The degree best serves those already exhibiting high potential as leaders. Students should have demonstrated ability to perform consistently at above-average levels, and proven management capability. Those who exhibit a collaborative mindset and hold a strong commitment to a career in or around the public sector will thrive as a result of this degree.

ANZSOG also offers scholarships for not-for-profit applicants, working for organisations that are closely aligned with the public sector, to help reduce barriers to participation and ensure the not-for-profit sector can develop its leaders to their full potential. For more information, please see the [not-for-profit applications and scholarships page](#).

If you’re searching for a master of public policy, a master of public administration, or a public service degree, then the EMPA combines the right elements you’re seeking to help you flourish in the public sector.

Why should you choose the EMPA?

ANZSOG’s EMPA is an exclusive qualification designed specifically for future public sector leaders. EMPA alumni are now among some of the most talented and influential people working in the public sector in Australia and New Zealand. Since 2003, more than 70 EMPA students have gone on to hold roles as CEO or Secretary (equivalents) after completing the program.

EMPA students are surrounded by ambitious like-minded public servants from a range of jurisdictions, who have a strong desire to build their leadership capabilities.

You will explore current public management, public policy, public finance, economics, public law, and leadership with contributions from senior practitioners currently holding high-level roles in and around the public sector.

You will be encouraged to work with your peers on topical team challenges, and obtain new knowledge and skills that will help you advance your career. You will also be able to apply what you learn immediately in your current professional context.

The EMPA is tailored to fit around the busy lives of public servants, and will help shape you to be the leader you want to be – confident, proud of who you are and adept at bringing out the best in those around you.
EMPA details

The EMPA is a two year part-time postgraduate degree featuring eight core subjects and three electives.

The core subjects are delivered by ANZSOG and elective subjects are delivered by our partner universities. Each subject consists of around 40 hours of instruction and at least 80 hours of study time, reading and assignment work.

The EMPA is delivered through a dynamic blended learning approach, combining online classes with face-to-face learning and cross-jurisdictional networking opportunities.

University elective contact time is dictated by the student’s chosen university. Between formal, scheduled learning sessions, students also have coursework to complete. Students undertake an applied research work-based project subject throughout the second year of the program, which includes three progress review sessions throughout the year.

Electives
The EMPA degree features core subjects delivered by ANZSOG and elective subjects delivered by our partner universities. Students complete three elective subjects to bridge their past study and experience with the core curriculum, to enhance their knowledge of a specific policy area, or build on a new field of interest that directly relates to their work role. Electives are usually in the fields of business, commerce, economics, government, law, policy and political science, though contemporary career challenges may involve students branching out into electives in other disciplines.

ANZSOG’s university partners are:
> Australian National University
> Charles Darwin University
> Flinders University
> Griffith University
> Monash University
> University of Canberra
> University of Melbourne
> University of Sydney
> Curtin University
> Victoria University of Wellington

Core subjects

Delivering Public Value
Core principles of public sector management are explored. Students consider the value their organisation creates, the impact of their authorising environment on operations and the capabilities involved in delivering value to stakeholders.

Government in a Market Economy
Students examine key economic principles and their application to public sector activities – to support decisions in allocating scarce resources, pricing and delivering goods and services. This subject explores how government intervention, through both private sector regulation and the public provision of services, can be used to achieve the best outcomes for citizens.

Designing Public Policies and Programs
This subject offers a framework for considering government responses to contemporary public problems. Students are encouraged to think analytically about problems, identify alternative ways of tackling them, and assess the likely results of changes in current policies and programs. Emphasis is given to the role of effective teamwork and clear communication in any well-functioning advisory system.

Governing by the Rules
The development and implementation of public policy requires an understanding of the applicable elements of law, convention, practice and ethics. This subject develops the capacity of public managers to operate effectively and appropriately within a democracy governed by the rule of law.

Managing Public Sector Organisations
This subject focuses on the internal and external factors that influence the successful management of public sector organisations. It examines the distinction between routine problems and crises or ‘wicked problems’. Students explore techniques that enhance efficacy, system-thinking and contextual awareness in public sector managers.

Decision-making Under Uncertainty
Informed decision-making requires a critical appraisal of the available evidence. Students learn to dissect evidence to assess its quality and usefulness.

Leading Public Sector Change
This subject examines the role of leadership in assisting communities and organisations to deal with change. Contending perspectives on the complex nexus between leadership and change are used to examine the styles of leaders, the dynamics of leader–follower relations, and their implications for stability and change in the public sector.
Work-based Project
The capstone of the EMPA, this subject involves the practical application of the skills and knowledge gained throughout the degree. Designed to replicate specific aspects of the workplace environment in government, the work-based project requires students to bring a complex task to a successful conclusion within a team that spans working backgrounds, disciplines, organisations and jurisdictions.

Public Financial Management
Public Financial Management covers a range of resource management practices that underpin public policy-making in contemporary government, including fiscal rules to guide government spending and borrowing, multi-year expenditure frameworks that capture the longer-term impacts of current public policy decisions, and performance-based budgeting to inform the level and relative priority of funding allocations. This subject exposes students to the practical realities of public financial management, equipping students with key conceptual and practical knowledge to integrate financial and non-financial performance in the public sector, and to apply it to generate public value.

Electives
Students complete three elective subjects offered by a conferring university. These electives are selected by the student to bridge their past study and experience with the core curriculum, enhance their knowledge of a specific public policy area, or build on a new field of interest that directly relates to their work role. Electives are generally drawn from postgraduate offerings of the faculties or schools of business, commerce, etc.
Outcomes

“You can learn heaps from the cohort itself, it’s not just about the curriculum. It helps to place your work in a much broader context because you are working with people from different jurisdictions across the public service.”

- Ashley Sattler, EMPA student

On completing this degree you will:

> understand the trends shaping the public sector and what they mean for contemporary leaders
> understand the theory and practice of strategic thinking and value creation in the public sector
> appreciate the importance of ethics, values and the role of technology in relation to value creation
> appreciate what actions you can take to promote excellence in organisational processes and attention to detail in the delivery of client services
> apply an economic toolkit to public service delivery and pricing decisions
> analyse problems and seek solutions in a setting governed by public law and other rules of public administration
> understand the role of evidence in guiding complex decision making
> bring a future-oriented, investment perspective to policy and program design work
> recognise the major concepts that underpin contemporary public sector financial management processes
> undertake ethical primary research and build your strategic capability in diagnosing, instigating or adapting to change in the public sector.
On completion of the EMPA program, graduates should display the following attributes:

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Lead strategically, with innovation and confidence across a range of public sector issues, communities and organisations.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Embody collaboration, foster inclusivity and exercise humility when working with individuals, professions and communities.</td>
</tr>
<tr>
<td>Ethics</td>
<td>Appreciate the importance of ethics and values in driving individuals and organisations to create public value and positively impact society.</td>
</tr>
<tr>
<td>Real world application</td>
<td>Apply complex public policy theory and evidence to solve real-world problems, of diverse and disparate communities.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>Embody a solutions focused mindset, appreciating the role of data, diverse sources of evidence and the impact of changing social, economic and political contexts at a local, national and international level.</td>
</tr>
<tr>
<td>Adaptability</td>
<td>Operate comfortably and strategically within an ever changing and somewhat ambiguous public sector and shifting demands.</td>
</tr>
<tr>
<td>Empathy</td>
<td>Demonstrate empathy and compassion by understanding the power of perspectives in all interactions.</td>
</tr>
<tr>
<td>Reflective practice</td>
<td>Look inward for answers to personal and professional challenges, with an understanding that reflection is one of the key ingredients for insight and growth.</td>
</tr>
<tr>
<td>Cultural competence</td>
<td>Ethically, respectfully and effectively engage across and between cultures.</td>
</tr>
<tr>
<td>Deep expertise</td>
<td>Deep knowledge and refined analytical capabilities to manage and lead in a complex public sector and changing political environment.</td>
</tr>
<tr>
<td>Communication</td>
<td>Clear, concise and balanced verbal, written, visual and digital communication that is appropriate to the audience and context.</td>
</tr>
<tr>
<td>Digital literacy</td>
<td>Apply, integrate and promote technologies as an enabler for success in the 21st Century.</td>
</tr>
<tr>
<td>Commitment to serve</td>
<td>Embody a commitment to serve the public good and recognise the value and responsibility for stewardship that accompanies public service.</td>
</tr>
</tbody>
</table>
EMPA faculty

Our faculty includes leading national and international academics who are experts in the disciplines of public sector leadership, management and policy. We also draw on the expertise of practitioners from the public sector, not-for-profit and private sectors, because we know today’s managers must be able to work across sectors. Current faculty include:

- Professor Janine O’Flynn, University of Melbourne and ANZSOG, Delivering Public Value
- Professor Paul ‘t Hart, Utrech University, Leading Public Sector Change
- Professor Kimberley Isett, University of Delaware, Decision Making Under Uncertainty
- Professor Ross Guest, Griffith University, Government in a Market Economy
- Professor Arie Freiberg, Monash University, Governing By the Rules
- Dr Zina O’Leary, University of New South Wales (adjunct), Work-Based Project
- Professor Suresh Cuganesan, University of Sydney, Public Financial Management
- Professor Michael Macaulay, Victoria University of Wellington, Managing Public Sector Organisations
- Dr Jo Cribb, Managing Public Sector Organisations
- Dr Christopher Walker, Associate Dean, University Relations, Director, Executive Master of Public Administration (EMPA), University of New South Wales and ANZSOG, Designing Public Policies and Program
Frequently asked questions

Please see below for frequently asked questions relating to ANZSOG’s Executive Master of Public Administration.

What are the entry requirements?
All EMPA applicants must demonstrate:

- Strong evidence of leadership potential, including potential to contribute at the senior executive level as part of the next generation of public sector leaders
- Work performance consistently above average and sound management capability or potential
- A strong commitment to career development and to a career in the public sector
- A commitment to contribute to class learning and a willingness to share knowledge in the workplace
- Capability to complete a rigorous Masters program (normally evidenced by successful completion of an undergraduate degree)
- At least five years’ relevant work experience.

Applicants must also meet the Masters degree entry requirements of their conferring university.

What is the application process?
Students must be nominated by their agency.

EMPA applications are coordinated differently through each jurisdiction. In some jurisdictions Public Sector Commissions coordinate applications, in others individual agencies do. However in all cases the sponsoring government or agency pays the program costs – including tuition fees, subject materials, accommodation and most meals.

There are a small number of scholarships available for people working in the not-for-profit sector. Each application is reviewed by an ANZSOG Selection Committee.

If you work for the governments of Western Australia, New South Wales or Victoria, please contact your department or agency’s Human Resources or Learning and Development team about your application or expression of interest.

If you work for the Northern Territory government, please contact the Office of the Commissioner for Public Employment at swpd.ocepe@nt.gov.au; about your application or expression of interest.

If you work for the New Zealand government, please contact Kate Wakelin at the Leadership Development Centre at kate.wakelin@ldc.govt.nz; about your application or expression of interest.

If you work for the Queensland government, your Public Sector Sector Commissions coordinate applications, in others individual agencies do. However in all cases the sponsoring government or agency pays the program costs – including tuition fees, subject materials, accommodation and most meals.

As an indication for planning purpose, the cost of 2020 program was $45,000 AUD or $48,500 NZD. EMPA 2021 program fees have not yet been finalised, they are subject to an annual increase. The price for 2021 will be communicated in the near future.

When will I/my agency be invoiced?
Invoices will be emailed to you/your agency invoice contact once you have been accepted into the course.

What is covered in the Program fee?
Program fees cover:

- Tuition fees, Program and subject materials
- Accommodation for all ANZSOG delivered residential subjects for the teaching duration. Students are responsible for any accommodation outside these dates
- Daily catering and refreshments, and some evening meals during residential
- Text books

Do you offer sponsorship?
ANZSOG offers scholarships for not-for-profit applicants, working for organisations that are closely aligned with the public sector, to help reduce the barriers to participation and ensure the not-for-profit sector can develop its leaders to their full potential. For more information, please see the not-for-profit applications and scholarships page.
Do you offer RPL/credit for previous study?
As a general principle, ANZSOG does not recognise prior learning and credit towards the EMPA degree. This is because the EMPA degree is a unique learning experience. Our subjects have been carefully designed to be distinctive offerings, different in content and in how they are delivered. Learning with peers with extensive government work experience is an integral part of the process of knowledge development. Given this, all students in the degree should plan to take all the required core subjects.

What is the time commitment of the program?
The EMPA is a two year part-time postgraduate degree featuring eight core subjects and three electives. The core subjects are delivered by ANZSOG and elective subjects are delivered by our partner universities. Each subject consists of around 40 hours of instruction and at least 80 hours of study time, reading and assignment work.

What is the program structure?
The EMPA is a two-year postgraduate qualification undertaken by high performing public sector managers looking to increase their knowledge base, leadership and governing skills.
Participants are required to complete:
> A core curriculum of eight subjects, including an applied research project
> Three other electives chosen from subjects offered by partner universities.

The EMPA is delivered through a dynamic blended learning approach, combining online classes with face-to-face learning and networking opportunities.

University elective contact time is dictated by the student’s chosen university. Between formal, scheduled learning sessions, students also have coursework to complete. Students undertake an applied research work-based project subject throughout the second year of the program, which includes three progress review sessions throughout the year.

Can I self-fund my participation if my agency won’t fund?
A student may enter into a salary sacrifice arrangement with their employer to attend the program. The student’s employer will be billed the program fee. Discussed on a case-by-case basis with applicant’s sponsoring agency.

What electives can I take from my university?
Students complete three elective subjects offered by a partner university. These are selected by the student to bridge their past study and experience with the core curriculum, or to enhance their knowledge of a specific policy area.

Electives are generally drawn from postgraduate offerings of the faculties or schools of business, commerce, economics, government, law and political science.

What is the university enrolment process?
As part of your application into the EMPA, ANZSOG will facilitate enrolment on your behalf into one of our partner universities. When completing your EMPA application, you will also need to provide the following supporting documentation:
> a certified copy of your birth certificate or data page of passport
> a certified colour copy of proof of permanent residency for non-Australian or New Zealand citizens
> a copy of your current curriculum vitae
> certified copies of academic transcripts

A certified copy is a photocopy of the original document with the signature and official stamp of an appropriate authority, confirming it is a true and accurate record.

When does the program start?
Program commencement is early February of each year.

Is there a mid-year intake?
We do not offer a mid-year intake. Intake is annually with a commencement at the beginning of each calendar year.

Can I defer my studies?
Yes, you will need to apply in writing to ANZSOG to defer your studies.

What are the attendance requirements?
You are expected to attend all components of the EMPA, including all scheduled sessions as this is important to achieve your learning outcomes and assist you with your assessment tasks.

What is the cancellation policy?
ANZSOG aims to provide high quality service at all levels of its operation and is committed to providing a timely and fair withdrawal procedure. ANZSOG charges its programs based on full capacity and incurs costs progressively throughout the lead-up to and delivery of programs. Should you be required to withdraw from the EMPA, the following policy and timelines apply. All fees are exclusive of GST.

Notice period: 7+ weeks prior to program commencement
> If a suitably qualified substitute is provided: AUD 1,000 or NZD 1,085
> Without a suitably qualified substitute: AUD 6,500 or NZD 7,060

Notice period: Once program has commenced
> Withdrawal during first year of program – 50% applicable program fee
> Withdrawal during second year of program – 100% applicable program fee

Failure in EMPA:
If a student fails one subject in the EMPA program, that subject can be repeated. However, the student will be invoiced for the cost of the repeated subject. A student who fails a second time or a second subject will be asked to show cause to ANZSOG as to why they should not be excluded from the program.

Do I need managerial approval to attend the program?
Yes. In signing the application form, your manager agrees to support you to participate in the program and that your organisation assumes responsibility for payment of the full program fee if your application is successful.

How long is the program?
A two-year postgraduate qualification developed and delivered by ANZSOG exclusively for high-performing public sector managers.

How big is the cohort?
Average of 90-110 participants.
About ANZSOG and the Alumni community

The Australia and New Zealand School of Government (ANZSOG) was created in 2002 by government, for government, with the active collaboration of our partner universities, to provide education and government-focused research relevant to the public sector.

We have a deep and genuine commitment to strong public administration, reflecting the aspirations of – and our close relationship with – our government owners.

We have a unique role in providing education and development opportunities for people in the public sector, and a unique mission to create public value by lifting the quality of public sector leadership in Australia and New Zealand.

We educate public sector leaders to improve their skills, capacity and management, and expose them to the best thinking on public administration.

We enrich the discipline of public sector leadership through focused research, which has a practical application and meets the needs of our owner governments.

We connect diverse people, cultures, institutions and jurisdictions – it is a meeting place where public sector leaders come together to be inspired, share, learn and debate accepted practice and new ideas. We also connect senior public service practitioners and academic, and provide a bridge between theory and practice.

We inspire public servants to make a positive difference to the lives of people in Australia and New Zealand.

Our activities deliver public value through better government and better outcomes for citizens.

We build the strategic capacity of the public sector through research, thought leadership and a number of education offerings, including:

> The Executive Master of Public Administration, Executive Fellows Program, Towards Strategic Leadership program, and international programs.

> Executive education and tailored learning programs, workshops and seminars.
Find out more

For more information, contact +61 3 8344 1990
or email: programs_team@anzsog.edu.au

WWW.ANZSOG.EDU.AU

Romy Zwier – current student and Manager, Inclusive Education Reform