

ANZSOG

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION

Strengthen your public sector career



Australia &
New Zealand
School Of
Government

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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.



Katherine Pivetta
– current student
and Manager,
Child Protection
Strategic Projects

“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



Introduction to the EMPA



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 CEOs or Secretaries (equivalents) 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 confidently respond and address these challenges.

The EMPA explores the core principles of public sector leadership, services management and how you might mobilise resources and others to deliver public value. The program is tailored to fit around the lives of busy public servants and makes effective use of blended learning delivery modes. It will help you develop the strategic leadership capabilities you need to contribute

at the highest levels of the public sector.

You will also build an invaluable toolkit encompassing public financial and economic management, public policy design and delivery, evidence-based decision-making, delivering public value, change management and more.

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



THE EMPA AT A GLANCE

- > A two-year part-time postgraduate qualification developed and delivered by ANZSOG exclusively for emerging and ambitious public sector leaders.
- > Delivered in eight intensive blended learning modules and three university elective modules. Each module consists of around 40 hours of instruction and 80 hours of study/assignment work.
- > The EMPA provides a multidisciplinary curriculum integrating theory and practical application tailored to meet the needs of today's public service.
- > Access to practitioner and peer networks for lifelong learning and support
- > Earn a Master's qualification from one of ANZSOG's-esteemed university partners.

Information for managers and sponsoring agencies

Owned by and working for the governments of Australia and Aotearoa-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 world class academics and leading senior practitioners.

Who should I nominate?

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 conferring universities, which typically require previous completion of an undergraduate degree. Applicants without an undergraduate degree can consider our Monash Pathways program. We encourage you to nominate Māori and Aboriginal and Torres Strait Islander peoples, people with disability and those from culturally and linguistically diverse backgrounds.

Who should I nominate?

ANZSOG will offer a scholarship to help the development of First Peoples leaders working in the public sector in Australia and Aotearoa-New Zealand. The scholarship, worth \$15,000 to \$45,000, can be used for the Executive Master of Public Administration (EMPA), the [Executive Fellows Program](#) (EFP), [Towards Strategic](#)

[Leadership](#) (TSL).

Interested applicants are encouraged to email their CV and a brief cover letter to firstpeoples@anzsog.edu.au. Only one scholarship is available annually, and applicants must choose from the Executive Master of Public Administration, the [Executive Fellows Program](#), and [Towards Strategic Leadership](#). Find out more about the [First Peoples scholarship here](#).

Investment

The sponsoring government or agency covers program costs, which includes tuition fees, program materials, travel, accommodation and most meals.

Shared Learning

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 Aotearoa–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.

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 Aotearoa–New Zealand.

Since 2003, more than 70 EMPA students have gone on to hold roles as CEOs or Secretaries (equivalents) after completing the program.

EMPA students are surrounded by like-minded public servants from a range of jurisdictions, who have a strong desire to build their leadership capabilities and lift the quality and effectiveness of public services.

You will explore contemporary thinking in public sector leadership, service management, public policy, public finance, economics, law and regulation with contributions from senior practitioners with extensive experience from across the public sector and community sector.

You will be encouraged to work with your peers on topical team challenges and obtain new knowledge and skills that are applicable to your current professional context and will help you advance your career.

The EMPA is tailored to fit around the busy lives of public servants and draws on residential, blended and online delivery formats.



Mick Frewen –
current student
and Commander,
Crime Command,
Victoria Police

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 conferring universities. Each subject consists of around 24 hours of instruction and at least 86 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 when possible. Due to the ongoing impact of COVID-19 across jurisdictions, the EMPA is currently being delivered in an online format. ANZSOG intends



to move to a blended delivery model (part face to face, part online) as soon as circumstances allow.

University elective contact time is dictated by the student's chosen university. Between formal, scheduled learning sessions, students also have coursework and assessments to complete. Students undertake an applied research work-based project subject throughout the second year of the program. This major group-based task is the capstone subject that draws the key learnings of the program together and demonstrates the applied, practical nature of the program.

Cost: As an indication for planning purpose, the cost of EMPA 2021 was \$45,000 AUD or \$48,500 NZD. EMPA 2022 program fees have not yet been finalised, they are subject to an annual increase. The price for 2022 will be communicated in the near future.

Electives

The EMPA degree features core subjects delivered by ANZSOG and elective subjects delivered by our conferring 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 conferring the EMPA are:

- Australian National University
- Charles Darwin University
- Flinders University
- Griffith University
- Monash University
- 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 asks students to critique key factors that shape and influence public policy and governance. The subject considers what constitutes good policy and analysis, explores aspects of policy design, policy development and policy and program implementation. Discussion considers new and emerging ideas, methods and practices that shape leading policy work and respond to the dynamics of our current political and social context.

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.

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.

Governing by the Rules

The development and implementation of public policy

requires an understanding of the applicable elements of law, regulation, 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.

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 nominated by a public sector agency 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.



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 public value creation in the public community and business sector
- appreciate the importance of strategic and ethical leadership in the public sector.
- appreciate what actions you can take to promote excellence in policy analysis, design and organisational processes
- 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
- 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.



**Ashley Sattler –
current student
and Manager,
Budget &
Infrastructure
Strategy**

On completion of the EMPA program, graduates should display the following attributes:

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

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 leaders and 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](#), Utrecht 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
- » Evidence of work at a senior level within your agency
- » 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 conferring

universities, as facilitated through ANZSOG.

Can I undertake the EMPA if I do not have an undergraduate degree?

Yes, there is a defined pathway for participants without an undergraduate degree. For more information, visit EMPA Monash Pathways program information, [here](#).

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.

Applications are encouraged from **Aboriginal, Torres Strait Islander, Māori and Pacific Peoples**, and from people with disabilities or from 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 **Aotearoa-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.

Contact +61 8344 1990 or email: programs_team@anzsog.edu.au for further information.

When do applications close?

Applications for the forthcoming year will close on 4 October, 2021. Please contact us immediately if you would like an extension on your application deadline: +61 3 8344 1990 or email: programs_team@anzsog.edu.au.

Please note: Some jurisdictions offer a small number of full and/or part scholarships via the jurisdiction's PSC. The PSC's will often have earlier closing dates for EMPA applications. If you would like to be considered for a scholarship please consult your jurisdictional PSC for further information.

How much does the program cost?

As an indication for planning purpose, the cost of EMPA 2021 was \$45,000 AUD or \$48,500 NZD. EMPA 2022 program fees have not yet been finalised, they are subject to an annual increase. The price for 2022 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,
- » Accommodation for all ANZSOG delivered residential subjects for the teaching duration. Please note: Students are responsible for any accommodation outside the program dates
- » Daily catering and refreshments, and some evening meals during residence
- » Program fees do not cover text books

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.

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 the applicant's sponsoring agency.

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 conferring 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 the passport
- » a certified colour copy of proof of permanent residency for non-Australian or Aotearoa-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.

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 conferring universities. Each subject consists of around 24 hours of instruction and at least 86 hours of study time, reading and assignment work.

PROGRAM INFORMATION

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 conferring universities.

The EMPA is delivered through a dynamic blended learning approach, combining online classes with face-to-face learning and cross-jurisdictional networking opportunities. Due to the ongoing impact of COVID-19 across jurisdictions, the EMPA is currently being delivered in an online format. ANZSOG intends to move to a blended delivery model (part face to face, part online) as soon as circumstances allow.

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.

How many core subjects do I need to complete this year to progress to year 2?

It is recommended you complete as many first year subjects as possible. This will assist you to build important networks and connections within your cohort but also help in distributing your study load for Year 2 and avoiding overloading your study plan.

What electives can I take from my university?

Students complete three elective subjects offered by a conferring 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 relevant to their career trajectory.

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

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. Forward all requests to: programs_team@anzsog.edu.au

Do I need to notify my university of changes to the ANZSOG delivered subjects?

ANZSOG will notify all universities of changes to delivery dates on your behalf. You may be required to update your enrolment online with your university. Further information is available on Canvas about managing your enrolment

with your university, and also managing your electives.

What AV equipment do I require to facilitate online learning?

You will need a functioning device (computer, smartphone, tablet), stable Internet connection, headphones (the higher quality the better) and a camera (either built into your device or attached).

Do I need to download any software to participate?

Yes, you will need Zoom installed on your device. It will do this automatically when you click on your first webinar so just login five minutes before and allow it.

Will ANZSOG be available to assist with IT support during deliveries?

IT support will be available to students during designated teaching dates and times. Further information will be made available prior to the subject commencement.

When will the EMPA delivery schedule will be released?

Once you have been admitted into the EMPA a schedule will be available to you.

What time of day will the live sessions be run?

Timing will be determined subject by subject, to accommodate the different time zones of international faculty, and students across Australia and Aotearoa-New Zealand.

Is the subject going to be offered multiple times?

Each subject will be delivered only once.

Will online sessions be recorded?

No, we will not record the live webinars with your Subject Leads as they will be designed to be an interactive experience. Some EMPA subjects include videos to assist with learning and these are embedded in the online course page. assist with learning and these are embedded in the online course page.

What if I have a conflict and cannot attend one (or more of the synchronous sessions)?

Attendance at each synchronous session is compulsory with attendance expectations still applicable for online delivery.

Will all assignments be group assignments or will there be a mix of group and individual assignments?

It is likely that there will be a mix of group and individual-based assignments. All assessments will be outlined in Canvas in advance of the subject commencement.

Is the intent that the group work component of subjects is effectively the same as it was pre-COVID?

Group work is still an integral element of the EMPA, and most subjects will still contain

group work components. All assessments will be outlined in Canvas in advance of the subject commencement.

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 prices 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: 4 weeks or less prior to program commencement

- » 50% of applicable country program fee
- » Note, no substitutes can be provided

Notice period: Once program has commenced

- » Withdrawal during the first year of program – 50% applicable country program fee
- » Withdrawal during the second year of program – 100%

applicable country program fee

Failure in EMPA:

- » If a student fails one core 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.
- » Where a student fails an elective, they will be responsible for the fee of any subsequent elective undertaken at their conferring university.

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 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

What are the outcomes?

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 public value creation in the public, community and business sector
- » appreciate the importance of strategic and ethical leadership in the public sector
- » appreciate what actions you can take to promote excellence in policy analysis, design and organisational processes 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
- » 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.

FACE TO FACE LEARNING AND NETWORKING**Will the delivery format be updated to face to face if the guidance and circumstances relating to travel restrictions ease for Australia, NZ and internationally next year?**

Due to the ongoing impact of COVID-19 across jurisdictions, the EMPA is currently being delivered in an online format. ANZSOG intends to move to a blended delivery model (part face to face, part online) as soon as circumstances allow.

ANZSOG will continue to deliver the EMPA online for the remainder of 2021, given the current approach towards managing responses to the pandemic and the timetable for vaccine rollout.

ANZSOG intends to move to a blended learning environment incorporating a mix of virtual and face-to-face contact in 2022, travel restrictions permitting. This will allow students to attend face-to-face classes and meet in person assuming various jurisdictional restrictions have eased.

Will ANZSOG be organising any face-to-face networking events if restrictions allow throughout the year (even state-based)?

ANZSOG is not currently planning any face-to-face cross-jurisdictional networking events.

Students from the same jurisdiction may wish to physically meet (within their state/territory's guidelines) in groups to study on scheduled teaching days. There will also be multiple opportunities to collaborate with peers during the subject.

The attractive features about the ANZSOG EMPA are the opportunity to network with colleagues from other jurisdictions, delivery mode (intensive blocks) and learn about policy problems in situ. Will you incorporate these features into an online delivery format?

In moving to online, significant interaction between students and teaching faculty have been built in, in order to maintain the high standards of learning and engagement our EMPA students expect. Subjects will continue to include contributions from practitioners and subject matter experts and other guest speakers.

How do we interact with each other during the subject?

Interaction will include plenary sessions (all or most of the cohort joining a live webinar) and small group sessions in Zoom or Canvas Conferences facilitated by the

Subject Lead. Some subjects will include the use of discussion forums for specific topics.

Students from the same jurisdiction may wish to physically meet in groups to study on scheduled teaching days. There will also be multiple opportunities to collaborate with peers during the subject.

Will there be group presentations and how do we meet with group members?

All assessments will be outlined and submitted in Canvas, the School's Learning Management System. You can access the assessments from both the homepage and the modules page in the course. Group presentations are common across many of the EMPA subjects.

Have presenters/professors or core content changed to deliver via this method?

No – our expert international and domestic faculty from leading universities around the world remain unchanged. The core content has been adapted to an online environment.

Will ANZSOG provide a subject enrolment list with jurisdiction details so students can connect with other students in the same jurisdiction?

Students are encouraged to consult their EMPA Participant Booklet to identify fellow students residing in the same jurisdictions. Alternatively, students can find a list of enrolled students for each

subject in Canvas. To navigate to the enrolled students' list, select the subject from your Canvas homepage, and then click "People" from the left-hand side toolbar.

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



ANZSOG



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

