

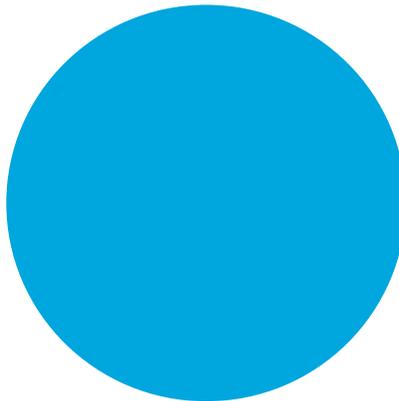
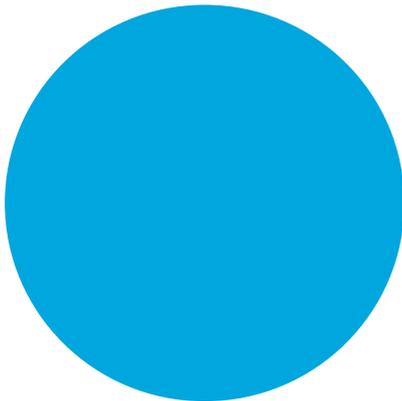
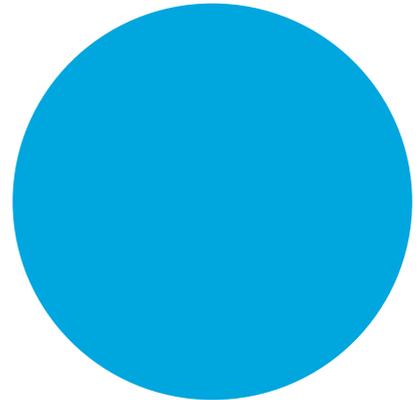
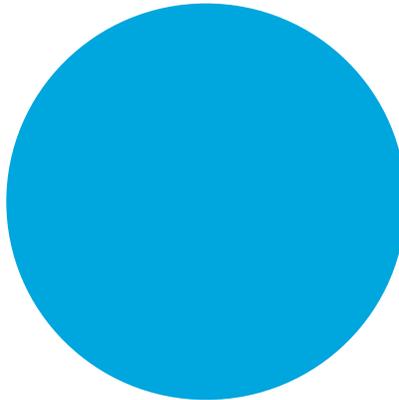
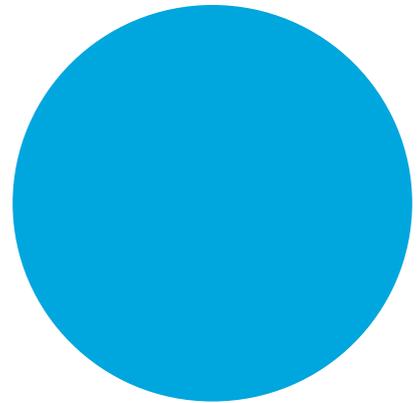
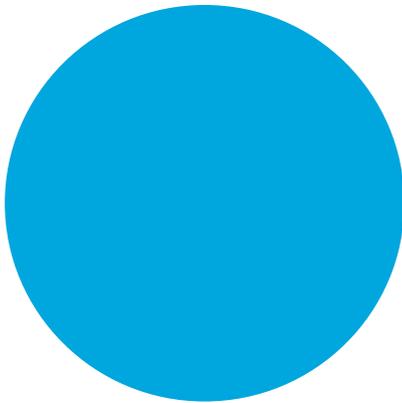


Australian Government
Department of Finance



GRADUATE CERTIFICATE IN PUBLIC POLICY AND FINANCE FOR THE AUSTRALIAN PUBLIC SECTOR

A PURPOSE-BUILT PROGRAM DESIGNED FOR FUTURE PUBLIC SECTOR LEADERS,
DEVELOPING MANAGEMENT AND POLICY SKILLS NEEDED TO MEET THE GOVERNANCE
CHALLENGES OF THE 21ST CENTURY



ABOUT THE GRADUATE CERTIFICATE

The Graduate Certificate in Public Policy and Finance is a study program tailored to the public sector. It provides participants with a thorough understanding of the dependent relationship between public finances, public policy, the fiscal environment and the Australian Government Budget Framework.

The program has been co-designed by the Department of Finance, the Department of the Prime Minister and Cabinet, the Treasury, the Department of Education and Training and the Institute for Governance and Policy Analysis at the University of Canberra.

It is facilitated by academics from the university and includes a range of prominent guest speakers including former and current senior public servants, industry experts and academics presenting case studies and translating theory into practical, real-world workplace scenarios.

During the program, participants will develop a sound knowledge of the Australian Government Budget Framework and build their financial and strategic capability.

The Graduate Certificate is targeted at Executive Level and newly appointed Senior Executive Service officers in the Australian Public Service.

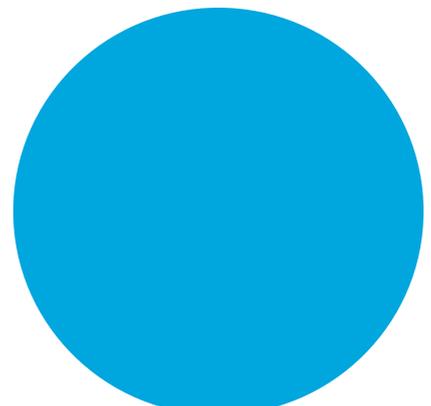


PROGRAM OVERVIEW

The program comprises interactive lectures, problem-solving workshops and case studies. There will be a strong emphasis on collaborative learning underpinned by research-based evidence and practical tools.

The program has six main aims:

1. Provide an advanced, critical understanding of the main debates within contemporary public finance and policy-making.
2. Provide an understanding of both the macroeconomic environment informing policy-making and the Government's fiscal strategy as well as how these elements frame the development of the Australian Government Budget.
3. Develop a practical understanding of how government decisions are made in a contested policy environment and how central agencies influence design processes.
4. Build specialist knowledge in public finance as determined by the Department of Finance and its partners.
5. Develop capability in the application of budgetary and policy tools deployed by the Department of Finance and other government departments.
6. Provide a sound understanding of the role of innovation (digital or otherwise) in creating public value for Australian citizens.



THE GRADUATE CERTIFICATE IN PUBLIC POLICY AND FINANCE IS DESIGNED TO HELP BUILD THE CAPABILITY OF THE AUSTRALIAN PUBLIC SERVICE BY DEVELOPING HIGHLY PROFICIENT AND INNOVATIVE THINKERS TO SUPPORT AND ACHIEVE THE GOVERNMENT'S PRIORITIES AND SERVE THE AUSTRALIAN COMMUNITY.

PROGRAM STRUCTURE

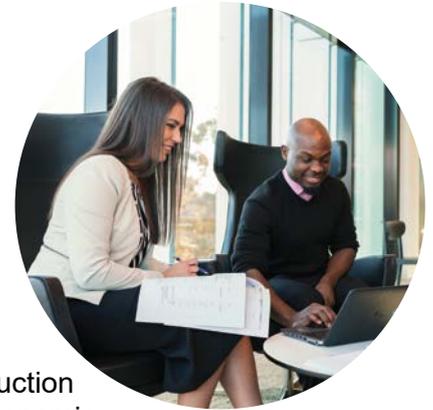
The program comprises of four units:

Unit 1: Public Policy – Design and Analysis

This unit aims to deepen the participant's knowledge of the theory and practice in public policy-making in Australia.

The unit has four modules:

- **Policy advising and crafting in uncertain times** – provides an introduction to Australian policy advice together with an understanding of current economic (macro-economy and fiscal strategy) political (federalism) and social (citizen expectations) contexts which shape policy development.
- **Policy design – from idea to action** is organised around the development of a new policy proposal. It presents a 'critical' guide to the principles of traditional policy design and encompasses policy learning from overseas and policy framing. The module also explores Eugene Bardach's eight-step path to successful problem solving, option analysis tools, business planning and policy instruments that can be used to guide implementation.
- **Government as exemplar – doing policy differently** introduces new ways of co-design with citizens and stakeholders, behavioural insights to underpin interventions, and 'Big data' and the 'internet of things' to inform real-time decision-making.
- **Winning the war of ideas** argues that strategic communication is a key tool of policy-making in a contested policy environment. Three sets of skills are developed in this module: political awareness (i.e. the capability to 'see like a minister or end user'), the ability to develop a succinct business proposal to underpin quality strategic policy advice, and advocacy skills in policy presentation.



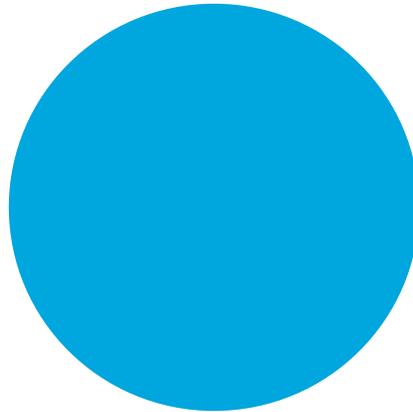
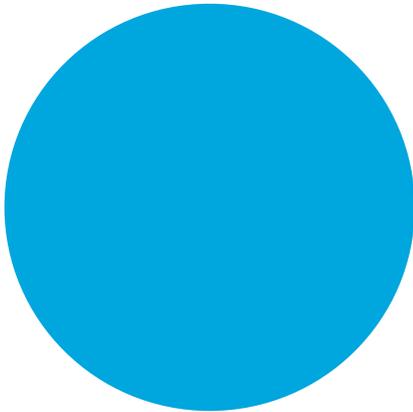
Unit 2: Economic Policy Analysis – the Australian Budgetary Framework

This unit explores the way in which economic theory and evidence can be used to analyse economic policy issues of concern to the Department of Finance and its partners. The unit focuses on how economics is applied in a policy context. It will help participants think critically about their policy role in economic terms, and will provide the tools and techniques to develop economic arguments about the effects of policy. It will also provide the tools for participants to critique and assess economic arguments. The unit observes that there are new ways of doing economic policy that depart from conventional economic thinking and require an understanding of new tools of policy analysis such as behavioural economics and Big Data analytics.

The unit has four modules:

- **The Australian economy and the role of government in economic management** provides an understanding of the structure of the Australian economy, key economic concepts and applications.
- **Government economic policy** explores the economic fundamentals of the current Government's approach to monetary, fiscal and growth policy, and uses case studies to investigate progress to date.

- **Tools of economic policy** analysis provides a guide to a selective range of tools which can enhance the quality of new policy proposals including cost-benefit analysis, financial analysis, and multi-criteria analysis. The evaluation provides insights into quantitative and qualitative techniques for managing the quality of implementation and measuring performance outcomes.
- **The Australian Budget** provides a practical understanding of the legislation, principles, processes and conventions governing the Australian Budgetary Framework.



Unit 3: Managing Government Finances

This unit evaluates the policies, procedures and skills needed for effective budgeting and financial management in the public sector. Core topics covered include budget systems and controls, public sector accounting and costing, financial reporting for accountability, capital budgeting and debt management. The unit provides the analytical skills needed to understand the links between budgeting and the macro-fiscal framework, the political decision-making process, the interests of citizens and the creation of public value.

The unit has five modules:

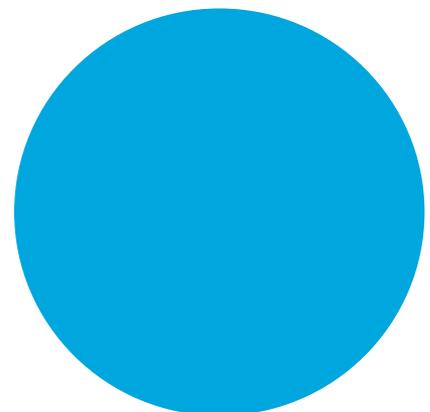
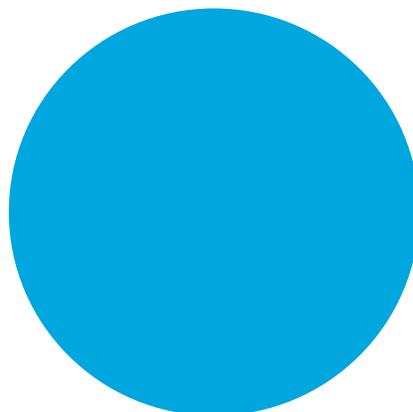
- **Understanding the context for public sector financial management** is organised into four parts. Part one provides an appreciation of the domestic and international economic and financial factors that shape domestic financial management. Part two explores the structure of Australia's public finances. Part three examines the legislative and administrative context. Part four analyses the present political agenda and its implications for financial management.
- **Managing government finances** explores the Australian Financial Framework and the responsibilities of public managers as determined by Constitution and Appropriation Bills, the *Public Governance Performance and Accountability Act 2013*, Government procurement, Capital budgeting and Public Private Partnerships. The specific requirements will be examined including Expenditure Review Committee examination of bids for capital – Finance Gateway Reviews and Defence two pass arrangements.
- **Intergovernmental financial relations** focuses on the theory and practice of Horizontal Fiscal Equalisation and Equity and Vertical Fiscal Imbalance in Australia's federal system. This includes transfer payments, principles for revenue sharing and practice and institutional frameworks informing Federal/State collaboration and conflict on spending programs.
- **Financial and performance auditing** is organised into two parts. Part one focuses on the theory and practice of performance management and the shift towards outcome-driven performance management systems. Part two evaluates the role and work of the institutions of public sector governance in ensuring integrity in public administration. This encompasses the work of integrity agencies, financial and performance audit, internal audit and financial accounting and reporting by government.
- **Innovative finance** explores new ways of delivering public finance drawing on domestic (e.g. Superstream, Future Fund) and international best practice (e.g. Social impact bonds).

Unit 4: Leading, managing and implementing change

This unit discusses the difference between management and leadership. It evaluates the qualities of leadership required during a period of significant change where business as usual is no longer possible and government is expected to innovate by example. The unit covers the internal management of organisations and the products or services generated in the public sector. Sound judgement is required to lead large, complex, public sector organisations in conditions that include unpredictable elements. Themes in this unit include negotiating the organisation's task environment, understanding and managing risks, structuring work processes, mainstreaming innovation cultures and processes, and delivering complex national programs. It aims to support managers to become leaders and be more reflective about their practices, seeing themselves as part of a broader system. The unit promotes greater efficacy, system-thinking, and contextual awareness in public sector managers.

The unit has four modules:

- **Public management and leadership – theory and practice** provides an understanding of the way public sectors in Westminster-style democracies have been managed historically (traditional public administration and new public management) together with more recent approaches that are associated with the perceived shift from government to governance and embracing diversity (public value management, new governance, gendered leadership and adaptive leadership).
- **Adaptive problem-solving and leadership** addresses many of the governing dilemmas discussed in the previous modules from the perspective of leadership studies. It examines core questions, such as: How can we exercise leadership to make progress on contested issues? How might we diagnose the challenges being faced and what sorts of interventions can be made? What are the risks and opportunities?
- **Leading for innovation** evaluates the major obstacles to building a culture of innovation in the public sector? How can these obstacles be addressed? Are there lessons that can be drawn from other sectors? What are the conditions for effective organisational learning? How can they be achieved in practice?
- **Leading through strategic communication** provides an understanding of how strategic communication can be a crucial method for affecting organisational change and, insight into key principles informing effective strategic communication. It will also provide an understanding of the 'perceived' barriers to effective strategic communication, and an introduction to various strategic tools including techniques of engagement, messaging, learning, and political awareness.



WHAT'S IN IT FOR YOU?

In short, lots – here's a summary:

- an enhanced understanding of the political, policy, demographic, social and environmental context facing Commonwealth Government and how to work within this context to achieve better outcomes
- develop budgetary problem-solving skills with access to the frameworks, skills and knowledge to solve complex budgetary problems
- greater understanding of whole-of-government dynamics and how central agencies work within these dynamics
- establish broad networks with valued peers
- be a part of a program that is building whole-of-government capability
- contribute to addressing contemporary and emerging policy problems such as climate change, using new technologies, and the future of cities
- exchange ideas with leading experts
- build your own personal leadership qualities
- be empowered, inspired and re-energised.

THE GRADUATE CERTIFICATE WILL ENABLE AND SUPPORT YOU TO:

Establish a strategic direction

- Seeing the big picture
- Changing and improving
- Making effective decisions

Design improved sustainable policy

- Clarifying goals
- Evidence-based thinking
- Responsive external engagement
- Thorough business appraisal
- Importance of being open and accountable
- Establishing effective mechanisms for feedback and evaluation

Engage people and expertise

- Leading and communicating
- Collaborating and partnering
- Building capability

Deliver results

- Achieving commercial outcomes
- Delivering value for money
- Managing a quality service, program or project

THE COURSE TEAM

The Institute seeks to integrate the best of academia and best-practice in high quality teaching teams to ensure that its programs are fit for purpose and provide thinking space for innovation. The academic members deliver core pedagogy and the practitioners help to tease out some of the indicative practice-based issues in problem-solving clinics.

The core members of our academic team for this program will include: Professor Patrick Dunleavy (IGPA/ London School of Economics/Centenary Professor), ARC Laureate Professor John Dryzek, Professor Mark Evans (Director, IGPA), Dr Ben Freyens (NATSEM/IGPA), Professor Gerry Stoker (IGPA/Southampton/ Centenary Professor), Dr Joanne Kelly (University of Sydney), Professor Laurie Brown (NATSEM/IGPA) and Paul Porteous (IGPA/Kennedy School).

Our adjunct faculty for guest lectures includes: Adj Prof Glenys Beauchamp (Secretary, Department of Industry, Innovation and Science), Professorial Fellow Bill Burmester (former Deputy Secretary of the Department of Education), Professor Meredith Edwards AM (former Deputy Secretary of the Department of the Prime Minister and Cabinet), Adj Prof Michelle Grattan AO, Adj Prof Virginia Haussegger (ABC), Adj Prof Renee Leon (Secretary, Employment), Adj Prof Dr Martin Parkinson (Secretary, Department of the Prime Minister and Cabinet), Adj Prof Dr Ian Watt AO, Adj Prof Ian McPhee AO, Adj Prof Carmel McGregor PSM, and Adj Prof Tu Pham PSM.

TESTIMONIALS

'Fabulous... lots of interesting topics and new ways of thinking.
The course was positive and so were the people'.

'IGPA exceeded my expectations by providing an enjoyable learning
experience and wide-ranging subject experts'.

'Fantastic introduction to policy;
very insightful, interesting and helpful'.

'It was really useful to have all of this key info and theory pulled together
in a relevant and current way'.

'Provided access to some very high quality
presenters that I would never have access to'.

'Mark Evans was [an] excellent convener and leader. [His] depth and breadth of
experience came through, and he's clearly talented at teaching and communicating
ideas'.

'Very positive overall. Lots of knowledge imparted; stories shared of good
examples of policy and innovation; high profile speakers providing valuable insights;
good balance of theory and practice. Exceeded expectations'.

'Outstanding and professional presentation'.

ABOUT THE INSTITUTE FOR GOVERNANCE AND POLICY ANALYSIS

The Institute for Governance and Policy Analysis (IGPA) at the University of Canberra was established in January 2014 to harness the research strengths of the ANZSOG Institute for Governance (ANZSIG) and the National Centre for Social and Economic Modelling (NATSEM). The aim of the institute is to create and sustain an international class research institution for the study and practice of governance and public policy.

The Institute has a strong social mission committed to the production of leading edge research and research driven education programs with genuine public value and, by implication, policy impact. The integration of ANZSIG and NATSEM has created exciting opportunities for the development of cutting edge research in governance and public policy analysis through combining knowledge in institutional design with expertise in qualitative and quantitative methods, evaluation, micro-simulation and policy modelling. In a short period of time IGPA has become the major provider of graduate education programs to the Australian Public Service and, in 2015, it received more Australian Research Council grants than any other social research centre in Australia.

Institute for Governance and Policy Analysis Values

- Collaborator of first resort
- A critical friend
- Inclusive
- Independent
- Innovative
- Rigorous and reliable.

FOR MORE INFORMATION

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