In January this year, Associate Professor Joanne Kelly was appointed as Director of ANZSOG (NSW).

A/Professor Kelly is an internationally recognised expert in the field of public expenditure management and over the past fifteen years she has worked in both the practitioner and academic worlds. This experience includes four years as the academic advisor to the Secretary of the Canadian Treasury Board and research roles with the OECD in Paris and the International Monetary Fund in Washington DC. More recently she conducted a review of the Administration of Discretionary Grants for the Commonwealth Government (2008); and as part of ANZSOG’s applied research program she wrote the report Shaping a Strategic Centre which will be submitted as advice to the Prime Minister’s current review of public administration.

Joanne is, of course, a familiar face at the GSG, and has worked with the School in various roles since its inception in 2003. In fact she returned from Canada in 2003 specifically to create the unit Managing Public Expenditures for the newly established Graduate School of Government. Over the six years since then, she has delivered the unit to almost 500 NSW public servants studying in the GSG and ANZSOG programs; she has supervised around 50 work based projects and individual research essays and projects. In 2006, Joanne became the first full-time academic staff member of the GSG and assumed responsibility for running the Work Based Project subject and the doctoral programme. As Director, ANZSOG (NSW), Joanne will continue to be based at the GSG and to coordinate Managing Public Expenditures. As Director of ANZSOG (NSW), the

emphasis of Joanne’s work outside teaching will focus on strengthening the collaboration between the Graduate School of Government, ANZSOG and the NSW Public Service more broadly. This means strengthening the ANZSOG (NSW) alumni and developing an applied research agenda that brings together the weight of international experience to understand and resolve local challenges.

Joanne recognises that NSW already has engaged and active alumni groups from the GSG and ANZSOG programs – these groups meet to “discuss day-to-day challenges of public administration, to swap ideas and experiences, and to keep up-to-date with events across the sector.” Joanne argues, however, that “these groups typically rely on the work of one or two individuals and on the personal contact forged by the challenges of the class room”. This means that the groups are divided into cohort and course groupings and tend to operate informally or with a more social networking focus. By working with the strong base, Joanne aims to develop a more on-going engagement though events designed to allow alumni to challenge, support and offer advice to one another. “The shared classroom experience – whether ANZSOG or GSG - means that alumni know how to apply theory and research to examine questions of public administration in more depth and so the interaction between public administration researcher and practitioner works very well. More importantly, the combination of shared experience and trust is very powerful – it allows the alumni to be
What are the difficulties? How can moving to a portfolio style system be managed and overcome? Then there are the ubiquitous budget problems: “New South Wales, like most governments around the world, is facing a dual problem within the budget process. How can we use public funds to stimulate the economy and stimulate different sections of the economy while keeping debt and inflation under control, and ensuring we can continue to provide more efficient and targeted public services?” This, however, is where Assoc Prof Kelly’s positive attitude shows itself. “[This] can be an opportunity to actually fundamentally restructure, relook at what government does and, the way government does what it does,” she stresses. “New South Wales was the first hit and bore the brunt of the financial crisis because it is the heart of financial Australia. That means we’ve had to find ways of resolving those issues in a way that no other state really had to at the time. “It’s an interesting time in New South Wales right now. There are lots of things going on here that allow us to re-evaluate how we do what we do – that’s always a challenge and I believe that researchers from ANZSOG and GSG can provide a valuable contribution to that discussion.”

But building genuine research collaborations is always difficult, and Assoc Prof Kelly believes we also need to re-evaluate how practitioners and researchers work together. “How do you bring them together in a way that’s going to be mutually worthwhile and allow real sustained dialogue?” she asks. “That’s a hard thing to do; never easy. We share a common interest in the challenges of public policy and administration but have different time-frames, different expertise, and different incentive structures. So, for example, a researcher may undertake a sustained and detailed comparison including the experiences of many countries but they are likely to stop before making recommendations. We are happy to understand the situation or the problem much better – and expect others to translate these findings into recommendations. The practitioners, on the other hand, look at the findings and say, ‘Well, that’s interesting to know, but how do I use that knowledge to resolve the practical problem? Practitioners want recommendations but researchers don’t necessarily see this as their role or their strength. But somehow, you’ve got to work to bridge that gap, to build respect for differing viewpoints.”

The way to cross that divide, she says, is by getting back to basics. “It’s a long dialogue. You have to talk and work together in partnership – a contractual relationship just won’t work - and you have to build enough trust between each other so you can debate, criticise and disagree. I don’t think many people have actually cracked it yet especially at the institutional level. How do you do it institutionally as opposed to [through] individuals? I can do it individually because I’ve been in this area for quite a while now, people know me and know my work. But how do you do it as an institution? It’s very difficult. But that’s the challenge and that’s why this role is so interesting and worthwhile”.

A version of this article appeared in ANZSOG News 2009 issue 1

Graduation
October 9 saw the graduation of the latest group of GSG and ANZSOG students. Professor Gallop presented the 216 graduates from Economics and Business to the Chancellor, Her Excellency Professor Marie Bashir who conferred awards to 9 Master and 38 Graduate Diploma GSG graduates and 26 Executive Master ANZSOG graduates.

The occasional speech was delighted by The Hon Carmel Tebbutt MP, Deputy Premier and Minister for Health. Ms Tebbutt spoke directly to the group of public administration students on the value of the public sector to a working society.

After the ceremony, graduates and their mentors were invited to a graduation lunch hosted by the GSG, at Rubyos in Newtown.
GSG Hosts Public Lecture

On Monday 2 November we at the GSG had the pleasure of hosting a special public lecture by Dr Kevin Lynch, former Clerk of the Canadian Privy Council and Canada’s most senior public servant. The topic of the lecture was: Public Policy in Two Middle Powers: Australia and Canada.

Australia and Canada face many similar challenges in the changing global economy. Dr Lynch spoke to the strategic issues faced by two middle powers in a multi polar world, particularly in the wake of the global financial crisis, and the significant role that public policy continues to play in responding to the major challenges of our times. Dr Lynch addressed the importance of the public service to making good policy in the Westminster system, and the ways to reinvigorate its capacity to develop innovative policy - from core values and culture to expanded collaborations with other sectors.

Left to Right: Tom MacDonald, Vice-Chancellor Dr Michael Spence, Dr Kevin Lynch.

Dr Lynch has recently retired after having been Clerk of the Privy Council for the past three years. He was previously Deputy Minister of Finance and Deputy Minister of Industry, as well as Canada’s Executive Director at the IMF. He has always been considered one of the great innovators in Canada’s public service and contributed to transformational policy initiatives relating to the connectivity agenda (Canada’s Information Highway) and to the research agenda within Canadian universities. He was a key architect of initiatives such as Canada’s Millennium Scholarship Fund, the Network of Centers of Excellence, the Canadian Research Chairs program, and the Canadian Foundation for Innovation.

Vale Greg Slater

It was with great sadness the Graduate School of Government learned of the passing of Alumni member, Greg Slater. He passed away suddenly on 13 September 2009.

His funeral took place in Canberra on 21 September. It was a moving ceremony with several politicians, dignitaries and CEOs among the mourners.

Greg was a GDPA student from 2006 to 2008 and graduated with a Master in Public Administration on 19 October 2008. An integral part of Greg’s studies was the completion of a Work Based Project which realised his substantial contribution to funding reform for the NSW State Emergency Services (SES).

He was also a career public servant who contributed excellent service to the Australian Federal Police (AFP) and the SES. His service with the AFP took him to various parts of the world including Cyprus and East Timor to help develop law and order capabilities for fledgling administrations.

In the SES, Greg attained the position of Deputy Commissioner after having led responses for major floods and storms recovery operations including the 1999 Sydney hailstorm and the 2001 Mid North Coast Floods.

Greg received many awards and commendations including:
- 1986 Australian Federal Police Commanders Commendation for Brave Conduct
- 1986 United Nations Medal – CYPRUS (UNFICYP)
- 1987 United Nations Fire Commanders Commendation for Brave Conduct
- 1988 Police Overseas Medal
- 1997 National Medal
- 2001 United Nations Medal (East Timor)
- 2006 Director General’s Unit Citation
- 2007 State Medal- Hunter Storms
- 2008 Director General’s Commendation for Service
- 2008 10 Years Long Service

To honour Greg’s life and his devotion to public service, the NSW Minister for Emergency Services has announced the Greg Slater Memorial Scholarship will be awarded each year to a SES volunteer who demonstrates outstanding leadership in their work with the SES.

Gordan Boath
NSW Fire Brigades

Greg will be sadly missed.

Gordan Boath
NSW Fire Brigades
International Developments

Visit to Indonesia
The Director of the GSG, Professor Geoff Gallop, visited Indonesia from April 13 to April 19 and delivered lectures on Leadership for Change to ADS students in Jakarta and Denpasar. He also met with officials from the University of Indonesia, Bappenas (Planning Department), Ministry of Finance and the Institute for Peace and Democracy (Bali) for briefings on public sector reform and education in Indonesia.

Visit to Cambodia
The Director of the GSG, Professor Geoff Gallop, visited Cambodia from 20 July to 26 July where he gave two presentations: Leadership for Change, delivered to ADS students; and What a Minister expects of the Public Service, delivered at the Royal School of Administration to their current batch of students.

ANC delegation visit GSG
From 5 October to 9 October the GSG received a 12 person delegation from the African National Congress (South Africa). A workshop delivered by the GSG, focused on strategic government, public sector reform, the work of the Australian political parties and inter-governmental relations in Australia. The program was held at the University of Sydney and included visits to the COAG Reform Council, the ACT Government and Officials from the Commonwealth Government. The program was funded by AusAID.

The delegation was led by Dr Nakedi Mathews Phosa, ANC Treasurer General and Premier of Mpumalanga Province from 1994 to 1999 and included Members of the Executive Council and provincial treasurers.

Visit by Bangladesh Civil Services Authority
On 14 October the Director of the GSG Professor Geoff Gallop delivered two lectures to delegates from the Bangladesh Civil Services Authority. The delegation was led by Dr Md. Idris Ali Dewan a member of the Planning Commission. Prof Gallop delivered lectures on The Role of the GSG in Public Sector Education and Public Sector Reform in Australia Today.

Alumni and Practitioners Network
GSG continues to support all former GSG and ANZSOG students through the Alumni and Practitioners Network. The Network is a life long community that connects students, mentors and teaching staff throughout the government, industry and education sectors.

Register and Update Online
Former students can become a part of the GSG Alumni and Practitioners Network by registering your details online at the University of Sydney Alumni Web portal. The portal can also be used to update your details as well.

http://www.usyd.edu.au/alumni/

When updating your details, ensure that a current email address is provided. Many invitations to functions and events are sent out by email through our Alumni and Practitioners Network.

Contact
Graduate School of Government
N208, Institute Building H03
University of Sydney NSW 2006
P: +61 2 9351 8662
F: +61 2 9306 5183
E: administration@gsg.usyd.edu.au
www.gsg.usyd.edu.au

University of Sydney Graduate School of Government newsletter November 2009. Text: GSG Photo: p1, 2 Morgan Carpenter (lunasa.net); p2, 4 GSG; p3 Consulate General of Canada; p3 SES.
CRICOS Provider No 00026A