

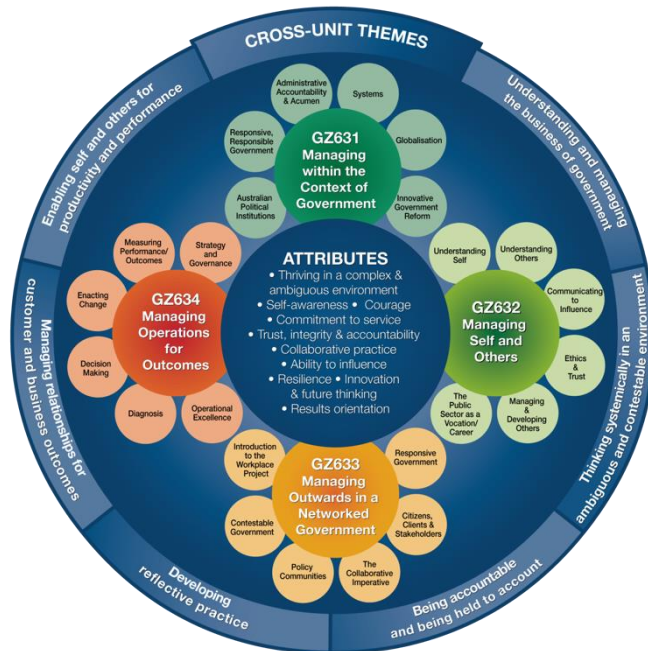
Public Sector Management Program (PSMP)

Period: (2014- 2019) Value: \$20,000,000

Following competitive tender in 2013, a contract was awarded to QUT to re-design and update curriculum, to market, deliver and evaluate the *Public Sector Management Program (PSMP)*. QUT co-designed the curricula in consultation with all public sector jurisdictions in Australia at all levels. Over 100 professionals in every capital city and from all levels of government were consulted. The curriculum was endorsed by the PSMP National Board of Management as fit for purpose on 29 May 2014. The 15 month program develops management capability matched against the capability frameworks of the Public Services of Australia Program. The curriculum is delivered through four units:

GSZ 631 Managing within the context of Government:

- Understand the role of Australian political institutions and their impact on the role of public sector managers.
- Critically analyse frameworks established to ensure Government is responsive, responsible and accountable when delivering service.
- Apply strategic and systems thinking to the analysis of policy and service provision.
- Evaluate present and prospective public sector reforms in the light of delivering public value.
- Argue the effect that federalism, global and international institutions, law, treaties and commerce have upon Australian policy making and governance.



GSZ 632 Managing Self and Others :

- Demonstrate an understanding of self and how this impacts on workplace relationships.
- Analyse the dynamics of relationships in workplace settings in groups/teams from a cultural and diversity perspective.
- Apply relevant models of communication and individual and group behaviour to influence and persuade others and improve individual and workplace performance.
- Develop a strategy for maintaining personal wellbeing and career development.

GSZ 633 Managing Outwards in a Networked Government:

- Evaluate the opportunities and risks for managers in rapidly changing organisational and service environments.

- Analyse drivers, needs and interests of communities to inform and influence effective policy options.
- Implement strength-based and communication approaches, including Appreciative Inquiry, to collaborate with, engage and persuade people in changing and cross-cultural settings.
- Undertake contestability processes and systems thinking to assess effectiveness and service delivery models.
- Prepare a preliminary proposal for the work-based project.

GSZ 634 Managing Operations for outcomes:

- Examine agency and context specific strategies and determine key factors that deliver desired outcomes.
- Critically analyse agency and context specific environmental factors and operational capabilities that impact organizational effectiveness.
- Distinguish key operational needs and processes required to effectively execute initiatives within an agency-specific context.
- Recommend and communicate improvements for the successful implementation and execution of critical operational initiatives that deliver and enhance public value.
- Critically reflect on personal attributes and professional practice.

In 2015, QUT commenced national delivery of the Graduate Certificate in Business (Public Sector Management) in every capital city of Australia with 300 commencing students. Program commencements have grown year on year and the program attrition has been dramatically reduced from 20% (pre-contract) to 3% under QUT's delivery. The program is rigorously evaluated at component and program level measuring not only individual reaction to the program units but also the impact of the program on student behaviours.

In 2017, a multi-year research study was funded by QUT and the Governments of Australia to investigate the impact over time of the PSMP on the development of managers within the public sector. In particular the aim of this study is to examine how participants in the PSMP integrate their learning into their role and navigate the work environment to become more effective leaders as well as how their practices impact key organisational outcomes important to the Governments of Australia.

An example of the commitment to the program is that it is an integral part of the Department of Human Services' development for APS 6 - EL1/2 staff (with 50 annual enrolments). Further information is available at www.qut.edu.au/study/ps